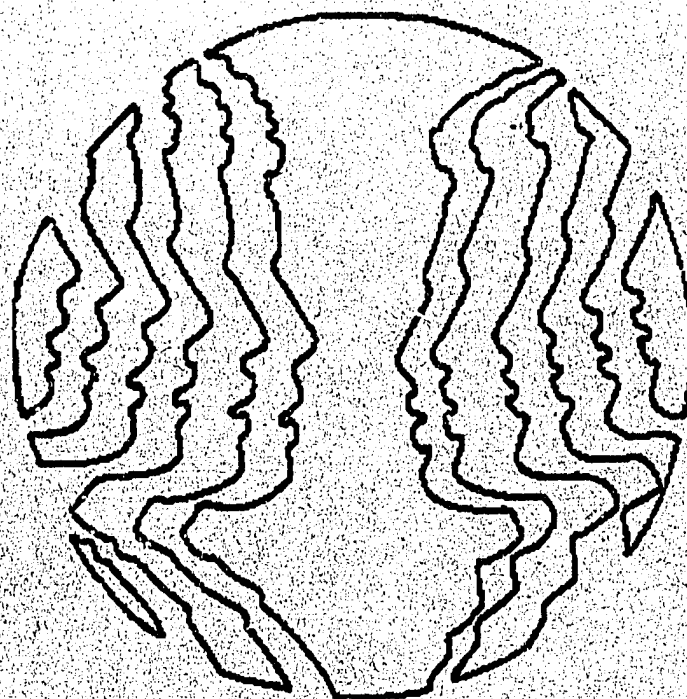


PN-AAX-296

**Assessment of Policies and
Organizational Measures in Women in Development
Adopted by
DAC Member Countries**

**Theme 2 of the Assessment
of WID Policies and Programs
of DAC Members**



**Prepared by
Rounaq Jahan, Columbia University
for the Directorate for Development Cooperation and
Humanitarian Aid, Switzerland, and the
United States Agency for International Development**

November 1994

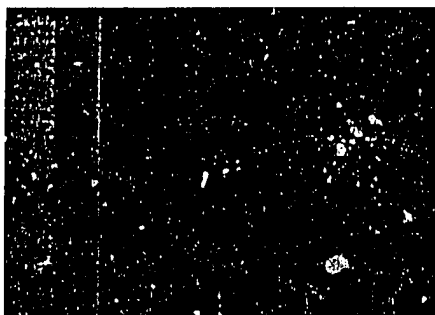
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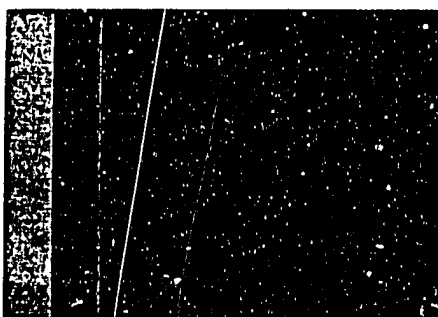
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As members of the Working Group (WEG) for the evaluation of the DAC WID Guiding Principles, Switzerland and the United States took the lead responsibility for Theme II of the overall evaluation. This involved planning, funding and managing a three-phase effort—desk review, questionnaires, and case studies. I would like to acknowledge, for Switzerland, Josef Imfeld and Martin Pallmann, previous and current heads of the Evaluation Section, DDA, Francoise Lieberherr-Gardioli, Human Resources, DDA, and researchers Annette Kaiser and Anne Zwahlen; and for the U.S., Lois

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Introduction

Background

The 1995 World Conference on Women will be a milestone in assessing the effectiveness of two decades of concerted international, regional, and national efforts to promote women's advancement. To prepare for the event, the Expert Group on Aid Evaluation of the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC) decided in 1991 to collaborate with DAC's Expert Group on Women in Development (WID) in a review of the WID policies and programs of the DAC member countries. The DAC/WID assessment was to cover three themes: (1) the integration of gender concerns in DAC's work, (2) WID "efforts" of the DAC member donor organizations, and (3) gender as a cross-cutting issue in evaluations of development aid. The Netherlands took the lead for Theme 1 and Canada for Theme 3; Switzerland and the United States were jointly responsible for Theme 2. This report synthesizes the findings of the Theme 2 assessment.

Objective and Scope

The main objective of the Theme 2 review was to assess the policies and organizational measures adopted by DAC member countries to strengthen "WID efforts" in donor assistance

(CIDA 1992). The terms of reference specifically ask the assessment to

- Analyze, compare, and verify the "institutionalization" of DAC/WID Guiding Principles in the donor organizations.
- Assess how much WID policies and measures influence donors' operational strategies and policies.
- Identify successful instruments as well as constraints and obstacles.
- Draw conclusions about the efficacy of current policies and measures.
- Recommend strategies for the future.

The terms of reference underscore the difficulty of assessing the effectiveness of WID policies and measures because of the member countries' different organizational and reporting structures on WID and the limited data on how WID Guiding Principles affect donors' operational strategies (CIDA 1992). The assessment was asked to explore the problem of data limitations and suggest ways to track WID's institutionalization more effectively. The assessment was also to recommend systems and procedures that seem to work best for particular "types of organizational structures" and different "degrees of institutionalization" of WID Guiding Principles.

Methodology and Data Sources

Three sets of specially commissioned studies were used to collect information for the assessment:

- A desk review in 1992 of DAC/WID monitoring and other reports (to identify items for the questionnaire).
- A survey (by written questionnaire completed by DAC donors in late 1992 or early 1993) of DAC members.
- Case studies, completed in 1993, of five donors to shed light on "key country issues and monitoring constraints." The choice of countries reflected an attempt to represent different "donor organization types" and "different phases/degrees of success in the WID institutionalization process" (MSI 1992).

The desk review expected great variations among the donors in organizational features (such as total development assistance funds, staff size, program focus, sectoral priorities, and implementation modes) and in the degree of WID institutionalization (for example, the number of WID measures implemented and when). The assessment sought to analyze the links between the type of organization and degree of success in institutionalizing WID principles in donor organizations.

Through the questionnaire and case studies, information was collected from the DAC donor organizations about the extent of implementation of DAC/WID Guiding Principles. Donors were also asked about the impact of WID measures on their operations—about successes as well as constraints and obstacles. The questionnaire and the case studies further tried to identify the factors that enabled some donor organizations to strengthen their "WID efforts."

The sources of information for this evaluation report came exclusively from the DAC donor organizations themselves. Twenty-one DAC members responded to the questionnaire. The five case studies were prepared on the basis of interviews with donor agency officials. In addition, two other donors (Canada and Australia) made available their agencies' own assessments of their WID policies. The terms of reference stipulated that the synthesis report was to be based solely on the assessment data—that is, on information collected through the desk review, questionnaire, case studies, and two country assessments. It further stipulated that information gleaned from the case studies was to be treated as confidential. Thus the report does not refer to outside studies.

It was a challenge to synthesize such diverse information from such different sources. Although there was a lot of data, it was sometimes uneven. There was fairly systematic, detailed information about the extent to which donors adopted different WID measures recommended in the DAC/WID Guiding Principles, for example. But information about the impact of WID measures on donors' operations was less precise, systematic, and comprehensive. Donors offered different reasons for this gap. Some argued that WID measures were recent initiatives so they had not had enough time to assess their impact (Management Systems International (MSI) 1993). Others, including Canada, noted the lack of monitoring mechanisms to track operational impacts (CIDA 1993). Moreover, different ways of responding to the questionnaire generated datasets that were not comparable. This was particularly true in the case of the size of the WID budget, the size of the WID staff, and the WID monitoring system. Finally, there were no field-based data on the "results" of WID measures to help identify "best practices" and assess their effectiveness.

Despite the lack of standardized data, enough information was available to analyze and compare the extent of members' implementation of WID Guiding Principles. Donors themselves identified WID instruments they

considered to be effective and described constraints on, and obstacles to, implementation. Finally, donors gave the assessment team important insights into a key question mentioned in the terms of reference: Why are data on the effects of the WID Guiding Principles on the donor's operational strategies so limited (CIDA 1992)?

As required by the terms of reference, the assessment findings are strictly limited to information collected through the questionnaire, case studies, and the Australian and Canadian assessments. The conclusions and recommendations are grounded in the assessment findings.

Although the Guiding Principles still use the term "women in development," over the years several DAC members have formally changed the names of their policies and programs from WID to "gender and development" (GAD). We refer here to WID/GAD in deference to these changes in nomenclature, without implying in any way that WID and GAD are synonymous. Briefly, the "women in development" approach implies a focus primarily on the roles of

women, and the "gender and development" approach implies attention to the socially constructed roles of both women and men. These conceptual differences are discussed at some length in Theme 1 of the DAC/WID assessment, "Review of the Integration of Gender Concerns in the Work of the DAC" (Brouwers 1993).

Organization of Report

Chapters 2 and 3 of the report present the assessment's main findings. Chapter 2 analyzes and compares WID policies and measures adopted by DAC member donor organizations in four categories: mandates and policies, administrative measures, implementation, and coordination, consultation, and development education. Chapter 3 focuses on how WID policies and measures affect donors' operations, describing effective instruments, constraints on implementation, and factors that help donor organizations strengthen their WID efforts. Chapter 4 presents conclusions and recommendations.

2 Institutionalization of DAC/WID Guiding Principles

DAC/WID Guiding Principles

The first and second World Conferences on Women, held in Mexico City in 1975 and Copenhagen in 1980, urged national governments and international development agencies to adopt policies, plans, and programs to promote women's participation in development. Accordingly, in 1983 OECD/DAC adopted its "Guiding Principles to Aid Agencies for Supporting the Role of Women in Development" (OECD 1983). The DAC/WID Guiding Principles laid the foundation for the WID efforts of DAC members. They were revised in 1989 in light of the third World Conference on Women held in Nairobi in 1985 as well as donors' experiences implementing WID actions (OECD 1990).

The Guiding Principles recommend measures in four categories: (a) mandates, policy guidelines, and plans of action; (b) administrative measures; (c) implementation; and (d) coordination, consultation, and development education. All twenty-one DAC members responding to the survey questionnaire reported having undertaken some WID action recommended in the Guiding Principles. Their responses about implementation indicated wide variation among donors.

Mandates, Policy Guidelines, and Plans of Action

The Guiding Principles recommend that DAC members adopt official WID mandates and policies as well as supplementary guidelines, procedures, and plans of action to operationalize the broad mandates and policies. All twenty-one DAC members responding to the questionnaire have adopted either a mandate or a policy (see Table 1)—for example, an official agency document stating WID/GAD principles, objectives, and commitments. Although nearly half of the DAC members (Australia, Belgium, the EEC, Finland, Germany, The Netherlands, New Zealand, Norway, Sweden, Switzerland, the United Kingdom, and the United States) report having had a WID policy before the 1983 adoption of the Guiding Principles, all reporting members either adopted or strengthened their WID policies after adopting the Guiding Principles. Two members—Sweden and the United States—had adopted a WID policy even before the International Women's Year in 1975!

Approximately half of the donors responding to the questionnaire—twelve in all—had formal legislative mandates; others had inter-

Table 1: Year of Introduction of WID Policy Instruments

Countries																								
Australia					X								X		X							X		
Austria																	X							
Belgium										X									X					
Canada													X		X			X					X	
Denmark																	X							X
EEC											X				X		X	X	X	X			X	
Finland									X									X			X	X		
France																						X		
Germany							X								X			X						
Ireland															X		X							
Italy															X		X		X		X			
Japan																	X		X	X				
Netherlands									X						X		X				X			X
New Zealand										X										X		X	X	
Norway				X											X		X							
Portugal																								X
Spain																				X	X	X		
Sweden	X								X						X				X					
Switzerland												X							X			X		
United Kingdom							X			X			X				X							X
United States		X	X								X						X	X		X	X	X		
	1969-1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993		

nal agency policy directives. Whether a donor had a formal mandate or an internal policy directive made little difference to its "WID effort" so long as the government's commitment, objectives, and principles were clearly communicated. The critical factor was official commitment.

The majority of DAC members have developed guidelines and procedures to put WID mandates and policies into operation. These tools have taken a variety of forms, including WID action plans (guidance on integrating WID into an agency's projects), WID guidelines on gender analysis, guidelines for integrating WID/gender into sector strategy statements, guidelines for WID-specific projects, WID checklists for projects, and so on. About a third of the donors have begun to develop guidelines for country programming (see Table 2); these are generally either country-specific WID/gender profiles or WID/GAD country strategies.

Questionnaire responses reveal that implementation is time consuming and that there is a lag between designing a procedure and implementing it agencywide. Australia, for example, has developed country WID/GAD policies in 2 of the 97 countries receiving Australian aid, Canada has such policies in 27 of 140 countries receiving Canadian aid, and the United Kingdom has them in 1 of the 140 countries receiving the United Kingdom aid (see Table 2). In fact, most DAC members do not have country WID/GAD policies in all countries receiving aid.

Overall, a pattern emerges: Formal mandates and policies were generally the first steps to legitimize WID efforts in an agency. These prompted the development of more specific guidelines and operational tools. No donor moved directly to operational tools without first adopting an agency policy.

Administrative Measures

The Guiding Principles recommend a series of administrative measures to translate WID policies into practice:

- Define WID responsibilities.
- Allocate sufficient resources.
- Develop WID expertise.
- Set up specific management systems, especially internal monitoring mechanisms to track compliance with WID policy. Develop gender-differentiated data, which means, among other things, adopting a DAC/WID statistical reporting system.

Almost all members adopted some administrative measures, but the extent to which such measures were adopted varies widely. The case studies and the two evaluation reports shed light on how these measures worked for the donors studied.

WID/GAD responsibilities.

Almost all DAC members have assigned WID/GAD staff. Nearly half (Australia, Belgium, Canada, Denmark, Germany, Italy, Japan, The Netherlands, Sweden, the United States) have established separate WID/GAD administrative units in their headquarters; the others have created advisory positions in policy or sectoral programs. Several donors (including Canada, Denmark, France, Germany, The Netherlands, Norway, Sweden, the United Kingdom, and the United States) report having WID/gender specialists in field offices or missions. Twelve donors reported having working groups to help support WID/GAD. Eight of the twelve working groups were internal agency coordinating groups made up of staff from within the agency, whereas four members (Austria, Denmark, Italy, and Sweden) had advisory working groups—people from outside the agency. All DAC members except France, Ireland, and Switzerland noted the influence of

Table 2: Gender Policy or Guidance for Specific Countries or Specific Sectors

	Country WID/GAD Policies	WID/GAD Integrated Into Sector Strategies
Australia	2	Yes
Austria	NR	Yes
Belgium	NR	No sector strategies
Canada	27	Yes
Denmark	Yes	Yes ¹
EEC	No	Yes
Finland	No	Yes
France	NR	NR
Germany	No	Yes
Ireland	No	No sector strategies
Italy	No	Yes
Japan	No	Yes
The Netherlands	All	Yes
New Zealand	No	No sector strategies
Norway	All	Yes
Portugal	No	No
Spain	Yes	Yes
Sweden	No	Yes
Switzerland	No	No
United Kingdom	1	Yes
United States	All	Yes

Notes: ¹Not separate document; three sector strategies included in the WID Action Plan.

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(2/04)

domestic WID lobbying groups on development assistance.

Not all agencies provided information about the effectiveness of their WID/GAD responsibility structures, but the case studies and the two evaluations highlight a few problem areas. One evaluation, for example, states that the WID directorate was not well placed in the organization to influence policy. Also, the directorate's heavy workload—providing technical support as well as doing research and developing strategy and policy—was a constraint on its limited staff. Its policy and strategy development work suffered as a result. One case study found that shifting the WID office from the Bureau of Program and Policy Coordination (PPC) to Research and Development (R&D) removed it from strategic access to policy and program initiatives. Another case study noted that the person responsible for WID was an "advisor," a status that limited her decision-making authority. A third case study emphasized the WID office's marginalized position in the organization.

Clearly defining roles and responsibilities was a problem area. One case study argued that the relationship between the WID office and the WID focal points in regional and sectoral programs needed to be more clearly defined. Another case study noted the isolation of WID specialists in field missions and their dependence on the support of mission heads. Even where responsibilities were clearly defined, daily work pressures tended to blur distinctions. One evaluation found, for example, that although WID policy clearly allocated responsibility to branch managers, because of the branch managers' limited time and expertise, effective responsibility for giving advice fell on the staff of the WID directorate and consultants. Consultants were used so extensively that a parallel "delivery system for WID evolved."

Resources

The staff and budget resources assigned to WID/GAD programs vary among the DAC

members. The number of regular, budgeted staff responsible for WID/GAD is generally small—ranging from one to five—but almost all agencies have supplemented their regular staff with part-time staff, contractors, and consultants who often perform staff work. Five donors (Canada, Japan, The Netherlands, the United Kingdom, and the United States) reported having more than twenty WID personnel (regular and other); ten donors (Austria, Belgium, the EEC, Finland, Ireland, Italy, New Zealand, Norway, Portugal, Switzerland) reported fewer than ten.

As for proportions of staff time devoted to WID/GAD issues, again, a diverse pattern emerges. In Sweden, 1 staff person in 35 was devoted to WID, compared with 1 staff person for approximately 500 in the EEC.

The high proportions of consultants and contractors doing WID work received mixed reviews in the case studies. One case study argued that although consultants offered technical competence and flexibility, they lacked authority and access in the organization; only regular, budgeted personnel could provide leadership within the organization. The paucity of regular WID staff is perceived as a problem. The survey results and case studies do not say what number of WID/GAD staff is "sufficient" or a critical mass, only that one or two staff members is not enough.

DAC members have adopted a two-pronged strategy—mainstreaming WID in the regular agency budget and having a separate WID budget as well. A separate WID budget is useful because it is flexible and can support innovative activities. It can also perform a bridging role, providing access to the regular program budget, by providing seed money or matching grants.

It was difficult to generate comparable statistics about WID budgets. Only nine of the twenty-one member countries reported on WID assistance statistics using the DAC statistical criteria of "WID-specific" and "WID-integrated" budgets (Boyle 1993). But even those

who use DAC methodology expressed problems with accurate counting (Boyle 1993). Of the DAC members who provided WID budgets, three donors (Canada, Norway, and the United States) spend more than 10 percent of their funds on WID activities; five donors (Australia, Denmark, Finland, Italy, and the United Kingdom) spend between 1 to 10 percent; the rest spend less than 1 percent. The Netherlands reported only on its WID earmark, and Japan and Germany did not respond.

Only one donor (The Netherlands) reported setting a budgetary target for WID. That target was that by the year 1998, 50 percent of its assistance should reach women.

Awareness and expertise

Most of the DAC members reported having regular staff training to increase WID/GAD awareness and skill. While most members have at least two training programs a year, some (Finland, Sweden, the United States) reported more than fifteen training courses the previous year. Gender training is mandatory for all professional staff in Canada and the United Kingdom. In Canada, Finland, The Netherlands, Sweden, and the United States, gender training is being integrated with staff training in project development and is a basic requirement. The main audience for donors' training is their own staff although nearly half the members also train development partners, such as contractors, nongovernment organizations (NGOs), and local counterparts. There is an increasing emphasis on training field staff.

Donors organize different categories of training—some sensitivity training and consciousness raising (for example, on gender issues and gender policy) and some training in methodology (for example, on gender analysis, project and program development, and data collection, including disaggregation by gender). More courses seem to be offered on WID/gender sensitivity, gender analysis, and program and project development than on other topics. Canada, Sweden, and the United King-

dom—showing a stronger institutional focus—also emphasize training trainers.

Most DAC members believe training is useful but not all donors have mounted a systematic assessment of the impact of training on skill development. One evaluation cautions against overoptimism, arguing that although its staff training is mandatory, "a few days of training is barely the beginning ... to become competent in gender analysis," and one-shot training or dependence on training alone is not enough to build competence in gender and development.

Monitoring systems

Almost all members report having a development assistance monitoring system but only two members (Finland and the United Kingdom) say they "often" disaggregate data by gender. Nine DAC members (Australia, Denmark, the EEC, Germany, New Zealand, Norway, Sweden, the United Kingdom, and the United States) report having a separate WID/GAD monitoring system. Donors have different mechanisms for WID monitoring. One mechanism used by donors who have adopted WID action plans is to track implementation of the activities and procedures recommended in the plan. Another mechanism is project screening. The Netherlands, for example, established multilayered "checkposts" to screen projects for gender sensitivity before project approval. One evaluation said that many ongoing projects were "WID retrofitted" and many gender-responsive projects were approved as a result of its changed project approval process.

Yet another monitoring mechanism is a DAC/WID statistical reporting system, which tracks WID progress on the basis of at least one indicator: women-oriented aid activities. The DAC methodology stipulates that whenever a project fulfills the four DAC/WID criteria, the project should be fully credited under the WID classification. Activities are classified as either "WID-specific" or "WID-integrated."

The following are the four DAC criteria for WID classification:

- Women must be consulted in project design and must actively participate in its implementation.
- Barriers to female participation must be identified.
- Measures must be adopted to overcome barriers.
- WID expertise must be used throughout the project cycle.

Nine members (Australia, Belgium, Canada, Denmark, Finland, Japan, The Netherlands, New Zealand, and Norway) reported that they have already begun to use DAC/WID statistical reporting and report to DAC (Boyle 1993). Half the respondents had trouble applying all four DAC criteria. One-third used all four criteria and two-thirds modified the criteria, reflecting the need for more flexibility. Nearly two-thirds of the respondents reported that they do not use the methodology to monitor their agency's WID strategy.

Except for the DAC/WID statistical reporting format, the DAC donors have not established any other measurable indicator to monitor progress toward achieving WID policy goals.

Implementation

The Guiding Principles recommend implementation measures in five categories: (a) procedures for projects/programs, (b) appraisal and implementation, (c) monitoring, (d) evaluation, and (e) research. The emphasis in implementation is on consulting with women and men of the "target population," identifying constraints on and opportunities for women's participation, and establishing feedback mechanisms. Members' responses are reported here under three broad categories: project/pro-

gram approach, monitoring and evaluation, and research.

Project/program approach

Debates continue about different approaches: WID and/or GAD, WID specific, and/or WID integrated. Four members (Finland, Ireland, Sweden, and Switzerland) report a GAD approach and six members (Australia, Belgium, Japan, The Netherlands, New Zealand, and Norway) report a mainly WID focus, although both Norway and The Netherlands report using a gender approach in project identification analysis. Nine members (Austria, Canada, Denmark, the EEC, Germany, Italy, Portugal, the United Kingdom, and the United States) use both WID and GAD approaches. The gender approach has been used by donor organizations only recently, and one case study that mentions using the GAD approach notes that the concept was still not clear to many of the staff; there was no proper translation in the indigenous language. Australia, France, Finland, and Sweden noted the need for both WID-specific and WID-integrated projects. Japan and the United Kingdom reported a preference for WID-integrated projects. The majority of donors seemed to lean toward WID-integrated projects and programs. Some donors (including the United States) have started to use a strategic planning and program approach. Projects are viewed as vehicles for achieving strategic objectives.

Thirteen DAC members report using WID/gender analysis in project design and appraisal. Some use guidelines (manuals or checklists) for analysis and formats; others emphasize sex disaggregation of data in monitoring. The United Kingdom uses the "Guide to the Participation of Women in Development Project." The Netherlands does "Gender Impact Studies" as well as WID profiles that provide background information. Finland uses Rapid Gender Analysis methodology. The EEC

has developed its own manual, which Belgium also uses. Denmark, Germany, Japan, New Zealand, and the United States all report using gender analysis as a basic feature of project design and appraisal. Information was not available on the extent to which agency staff actually used these tools.

Consulting with the "target population" throughout the project cycle is one of the four main criteria for DAC/WID statistical classification. Nine DAC members who report on DAC/WID statistics presumably have tried systematically tracking whether projects consult with the target population.

Monitoring and evaluation

Most DAC members responding indicated that gender issues were covered in their agency's evaluation guidelines. Seven members have developed specific approaches that are included in their evaluation manuals. Most members also indicated that WID or gender issues were part of the scope of work or terms of reference for their evaluations. But the Theme 3 DAC evaluation found that, notwithstanding terms of reference addressing gender issues in 70 percent of a sample of agency evaluations in 1993, fewer than 40 percent of the evaluation reports contained a full discussion of gender issues (Paton 1994). Monitoring mechanisms used by DAC donors are described earlier in chapter 2.

Research

The Guiding Principles call for an emphasis on research about gender relations, especially joint research initiatives between DAC members and recipient countries and information sharing among donors and between donors and aid recipients. Twelve DAC members reported exchanging information and research materials on WID among DAC members in the previous year.

Coordination, Consultation, and Development Education

The WID Guiding Principles recommend coordination and consultation among all development partners to avoid duplication and to facilitate the sharing of information. DAC members are encouraged to promote greater understanding of gender and development issues of the South and to portray women as active agents of change.

All DAC members polled reported consulting and coordinating within DAC. The DAC Expert Group on WID was acknowledged as an important forum for consultation and influential in promoting WID policies and measures. Twelve countries reported contacting other DAC members during the previous year for, among other purposes, planning for the 1995 World Conference on Women, the DAC review process, Nordic coordination, and statistical reporting, promoting activities in Francophone Africa, and exchanging research materials. Seven DAC members (Canada, Denmark, Italy, Japan, Norway, The Netherlands, and the United Kingdom) hosted conferences on WID/gender issues. DAC members also used international and regional forums to consult with other DAC members and multilateral organizations.

The majority of DAC members reported consulting with aid recipients. They did so in regular meetings (thirteen countries), conferences (seven countries), joint planning sessions (twelve countries), and joint evaluations (seven countries).

Survey responses yielded little information about how donors consulted with aid recipients—whether consultations took place during country programming negotiations or during project formulation; whether only recipient governments were consulted or whether NGOs and women's organizations also participated.

Some case studies explore the issue further. One case study found that the donor's WID goal was shaped by concepts articulated by women from the South. The same case study found international networking and advocacy of issues by Southern women to be an effective

strategy in influencing public opinion and decision-makers in the donor country. Another case study, however, indicated that consultations with aid recipients were sometimes done on an unequal basis and that aid, especially to governments, was donor-driven.



3 Impact on Operational Strategies and Policies

Assessment of Impact

Assessing the impact of WID policies and measures on donors' operations was difficult because precise quantitative data, or even data for all agencies, were lacking—and WID policies and measures have been in place for only a short time. After adopting the Guiding Principles in 1983, the donors' main focus in the first decade was to legitimize WID in the organization by adopting mandates and policies and to institutionalize it by developing processes and procedures. Donors' monitoring mechanisms (for example, DAC/WID monitoring reports) emphasize tracking the adoption of policies, instruments, and procedures, rather than their implementation, their impact on operations, or development results. The third DAC/WID monitoring report highlighted this shortcoming in assessment (CIDA 1992). One DAC member's evaluation of its WID policy underscores these limitations in monitoring and data. It argues that measures of effectiveness have been "activity and process based" rather than "results oriented," with much of the data on WID relating only to the "agency's intentions about what they will do and not really what is done." Measures of both "efficiency and effectiveness," therefore, are at best suspect. Still, members' responses to the survey questionnaire, the case studies, and the evaluations from Canada and Australia provide a fair amount of information about the

donors' perceptions of WID's impact on their operations, as well as about what helped or impeded implementation.

There is a consensus that in the last two decades WID/gender issues have gained increasing visibility within DAC member donor organizations. This happened in large measure because donor organizations adopted WID/gender policies and measures recommended in the Guiding Principles. In the early 1970s, donor agency documents rarely referred to WID/gender issues; in the 1990s, they are often required to report on the activities of their WID offices and to integrate the discussion of gender issues into other program descriptions. The requirement to report on WID has spurred increased implementation of WID activities.

In two decades, the number of WID-specific and WID-integrated projects has gradually increased in many donor organizations. Projects that address gender issues have expanded in scope and are no longer limited to the social sectors (education, health, nutrition, social welfare, population and family planning). Increasingly, gender issues are being raised in such economic sectors as trade, energy, agriculture, industry, infrastructure, environment, and human settlement.

The staffs at donor agencies are much more gender aware than they were in the 1970s and

more competent at addressing gender issues. Gender awareness and expertise have increased through training, research, innovative projects, and access to WID/gender experts and consultants.

One evaluation, for example, found that its WID policies and measures had a "positive impact" on the agency's work both at headquarters and in the field. From 1986 to 1990 much was accomplished: about half of its professional staff received WID training, a third of its country programs developed WID strategies, most programs engaged a WID coordinator, the project approval process was changed to include screening for gender responsiveness, the number of WID-specific projects increased, innovative types of WID projects and programs were developed, women's participation in scholarship and training programs grew, and the amount of research devoted to WID increased. In almost every country program, an increase in gender awareness was accompanied by increased WID-related activity. This evaluation concludes that generally its "overall effectiveness" in relation to WID "was believed" to have improved, and that its influence on many of its development partners was "significant."

Another evaluation noted similar progress. The integration of WID procedures into project processing increased from slightly more than 15 percent in 1988 to more than 35 percent in 1990-91. The evaluation found 25 percent of all projects reviewed were fully WID integrated and another 50 percent were partially WID integrated.

The five case studies noted similar steady progress in the adoption of WID policies, procedures, instruments, and projects. Over the years, more operational tools were developed, more staff were trained, and more projects addressed gender issues; more emphasis was placed on WID in the dialogue with partners; and all the WID policies and measures were believed to have had a cumulative positive impact on operational policies and strategies.

The case studies do not introduce criteria or standards for measuring WID's impact on operations. Rather, they explore the donors' views of what worked and what did not, the constraints faced, and the steps ahead. One DAC member, who did try to assess the effectiveness of its WID policy on the agency's work, found that WID had been most effective in three areas (institutional support to women's organizations, WID-specific projects, and population, health, and nutrition programs) and least effective in three others (eliminating discriminatory barriers, policy dialogue and structural adjustment, and industry, mining, energy, and infrastructure programs). It also found that virtually all staff believed that gender inequality was a constraint on development; more than half of them believed it was a "serious one." About half of the bilateral staff and two-thirds of the staff of the partnership branch believed that the WID policy was having a major influence.

Effective Instruments

What WID measures and instruments did the donors find to be useful and effective? Five instruments were cited most: operational tools, training, technical support, project screening, and funds. (See Table 3, which classifies donor responses).

Operational tools

Sixteen DAC members applauded the development of "operational tools." The most widely used tool was WID/gender analysis for project planning, monitoring, and evaluation—although it was called by different names in different agencies. Canada, the EEC, Germany, Ireland, Italy, Japan, New Zealand, Norway, the United Kingdom, and the United States use gender analysis in project design and appraisal. Denmark and Spain use a WID-integrated logical framework for projects. Finland uses its rapid gender analysis methodology. The Netherlands uses a three-tool package: project screening to ensure compliance with

Table 3: Effective Instruments

	Operational Tools	Training	Funds		Project Screening			Technical Support
			Financial Resources to Allocate	Travel Money	Project Approval Authority	Voice at Project Reviews	Sanctions for Noncompliance with Policy Statement	
Australia	X	X				X		X
Austria						X		X
Belgium						X		X
Canada	X	X	X	X	X	X		X
Denmark	X	X	X	X		X		X
EEC	X	X	X					X
Finland	X	X	X	X		X		X
France								
Germany	X	X	X			X		X
Ireland	X	X				X		
Italy	X	X	X		X	X		
Japan	X	X	X	X		X		X
The Netherlands	X	X	X	X		X	X	X
New Zealand	X			X		X		X
Norway	X							
Portugal		X						
Spain	X	X						
Sweden	X	X	X	X		X		X
Switzerland		X		X		X		X
United Kingdom	X	X				X		X
United States	X	X	X			X		X

policy objectives, gender impact studies, and WID country profiles.

Training

Sixteen DAC members said training was effective. DAC members use a variety of training programs. Over the years WID/gender training has shifted its focus from raising awareness and sensitivity to imparting skills and expertise. In a few donor organizations there is a rising trend to address gender issues in training in such sectors as human rights, environment, structural adjustment, and participatory development.

Technical support

Fifteen DAC members noted the usefulness of technical support—that is, access to the WID/gender expertise of WID staff or consultants. Two of the case studies found that the WID units' ability to work with operational departments and programs and service their requests for technical support was an indicator of their influence on operations. Technical support was considered to be a useful way to win over the good will and commitment of operational program managers.

Project screening

Sixteen donors identified project screening as an effective instrument. Donors varied in the degree of authority WID offices and advisors exercise in project screening. The majority have a voice at project reviews; they screen projects to assess compliance with the agency's WID policy, comment on project documents, and participate in project review boards. The WID office in Canada seems to play a particularly strong role. It not only has a right to screen, comment on drafts, and voice opinions at project reviews, but also exercise authority in project approval decisions (an assertion supported by the CIDA evaluation's comments about WID being "retrofitted" into projects). The Netherlands appears to have developed the

strongest project screening procedure. Their WID office exercises a "veto" if projects do not comply with WID policy objectives. Every project is required to comply with the three major objectives of Dutch assistance: autonomy for women, poverty alleviation, and sustainable development.

Funds

Twelve donors mentioned the effectiveness of special WID funds. Ten found that special WID funds serve several roles. WID funds are used primarily to support innovative projects that could not be supported under the rigid criteria of the regular budget. WID funds could also be used to leverage other, greater resources. For example, one case study found that its mechanism of "matching funds" to supplement and encourage additional spending by field missions and bureaus facilitated an overall increase in resources allocated to WID. Between 1990 and 1993, the requests for technical assistance from field missions and bureaus doubled, although in that same period the WID office decreased the proportion of its funding from 75 to 50 percent. Eight donors said that having their own travel money influenced operations, because it gave field missions easier access to WID advisors from headquarters.

Constraints and Obstacles

Donors discussed several constraints and obstacles in the survey responses and the case studies. Those cited most often were lack of well-defined accountability measures for WID policies, resources (funds and staff) too limited to meet policy objectives, gaps in the development of operational tools to make new programming approaches gender responsive, and gaps in staff awareness and expertise about gender issues (see Table 4). Other constraints mentioned include the marginalization of the WID office and staff and a WID-unfriendly

Table 4: Obstacles and Constraints

	Accountability	Resources		Awareness and Expertise	Operational Tools	Institutional Constraints
		Financial	Personnel			
Australia	X	X	X			
Austria						
Belgium						
Canada		X	X	X	X	X
Denmark	X					
EEC	X					
Finland	X	X		X	X	X
France						
Germany				X		
Ireland	X	X	X			
Italy	X	X	X		X	X
Japan			X	X	X	
The Netherlands		X	X	X		
New Zealand						
Norway				X		
Portugal						
Spain		X				
Sweden	X				X	
Switzerland						
United Kingdom	X					
United States	X			X		X

organizational culture and mode of operation. Lack of a domestic lobby group was seen as an obstacle by one donor and so was WID's being perceived as "too much of a Western feminist" concern (MSI 1993).

Lack of accountability

Nine DAC donors saw lack of strong accountability measures as a constraint on WID implementation. Canada and the United States have tried to institute internal accountability measures for WID through instruments such as annual staff performance reviews. New Zealand plans to introduce a similar WID assessment in annual personnel reviews. The Netherlands has established project screening procedures and budget earmarks as accountability measures.

The case studies and the two evaluations underscore the gap between intentions and actions in measuring accountability. One country, for example, found its accountability measures too "vague, diffuse" and said they were not enforced. Performance appraisals and project screening were too mechanical or were neglected. Lack of precise targeting—holding key managers accountable and setting quantitative targets to measure development results—was a constraint on measuring accountability. According to one case study, the success of WID implementation depended to a large extent on the personal commitment of top managers and individual staff members, not on an institutionalized incentive or disincentive system. That case study argued for a "rewards system" to ensure WID compliance.

Inadequate resources

Eight donors saw lack of resources as an obstacle. Six mentioned staff constraints. According to one evaluation, limited WID staff were overburdened with responsibilities, so critical strategy and policy development work

suffered. A case study also mentioned that the WID staff was stretched too thin.

But lack of funds was seen as the bigger problem. The CIDA evaluation pointed out that budget resources allocated to the WID directorate were inadequate to the task, that there was no rationale for the allocation of WID resources, and that a regression analysis found no relationship between needs and either the total CIDA dollar expenditures or WID expenditures as a proportion of all CIDA bilateral expenditures in that country (CIDA 1993).

Inadequate awareness and expertise

Seven donors listed inadequate awareness and expertise as a constraint. Although substantial progress had been made in raising gender sensitivity and expertise in the staffs of both the donor agency and the development partners, many staff members remained only partially aware of the importance of gender issues. And only a few acquired skill and competence in gender-responsive analysis, planning, and programming. One evaluation found that nearly half of the staff still did not believe that gender inequality was a serious constraint on development. Two of the case studies found that concepts of "gender analysis" were not well understood in the agencies. One evaluation and one of the case studies noted that training was too short-term to equip staff with the skills to undertake gender-responsive programming work.

Inadequate operational tools

Five donors cited lack of adequate operational tools as a constraint. Again, despite tremendous achievement in designing operational tools (such as project guidelines, sector guidelines, country WID/GAD strategies, and WID/gender analysis), WID/GAD programs still face great challenges in designing state-of-the-art tools to address gender issues in new and emerging areas of programming. Many

donors mentioned lack of "handy tools" as agencies shifted their focus from projects to policy and program assistance. WID/gender analysis and planning tools were designed primarily for projects with a "target population" and are difficult to use when aid is not people oriented. One case study reported that when the agency shifted its attention from simply meeting "basic human needs" to encouraging recipient countries to follow "appropriate macroeconomic policies," the change did not present a "comfortable niche for WID." Another case study found tools similarly limited for analyzing macroeconomic policies. According to one evaluation, WID was least effective in policy dialogue and structural adjustment. However, several donors have started developing new and more relevant WID tools.

Institutional constraints

The case studies and one evaluation, which explore how WID actually works in the agencies, highlight other problem areas. In the evaluation and in two case studies, WID offices were not well placed in the organization to have strategic access to policymaking and decision making. The shifting around of WID offices, combined with long vacancies in leadership positions, dampened staff morale. One case study saw WID's not being a career path as a constraint. Another case study found its own organizational culture and mode of operation to be a problem. The agency worked primarily with recipient governments, not with NGOs, and focused on infrastructure rather than social development. This limited the opportunities for WID action.

Factors Influencing WID Institutionalization

The questionnaire was designed to elicit information useful in an analysis of the relationship between "WID effort" and organizational "types." It asked questions about several organizational features—including size and scope of assistance, major aid uses (sectors), target populations, grants/loans, proportion of activities implemented by NGOs, and external influences (whether there was a strong WID lobby in the country). Analysis revealed no clear pattern linking specific organizational types to WID effort and concluded that "many paths and approaches can be followed to increase gender focus" (MSI 1993).

The case studies explored the issue further, seeking to identify the factors that enable donors to institutionalize WID within their organizations. The case studies—at least two—found several "enabling" factors. Some factors outside of the donor agency, and some within, influenced WID's institutionalization.

Outside the agency two factors seem to have a positive influence on WID institutionalization:

- A strong domestic lobby supporting WID/GAD issues.
- Strong national policies of gender equality.

Six factors within donor organizations appear to enable WID's institutionalization:

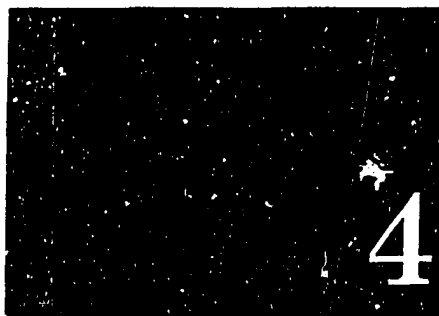
- The adoption of WID/GAD as a priority issue in development assistance.
- Strong support from higher management.
- The development of a WID/GAD policy and plan of action that are operationally

feasible and include practical measures, such as strong guidelines, accountability measures, screening procedures, operational tools (such as WID/gender analysis), and training.

- A professional and collaborative working relationship among the WID/GAD staff and others in the agency.
- Adequate staff and funding.

- International networking, particularly with the South, and collaboration within the DAC group for information, advocacy, and lobbying work.

Judging from the case studies, all eight factors working together have a strong cumulative influence. Individual factors working in isolation have only a limited impact.



Summary and Conclusions

Introduction

More than a decade ago, the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) adopted a set of "Guiding Principles" to help aid agencies support the role of women in development (WID). To prepare for the 1995 World Conference on Women, DAC's Expert Group on Aid Evaluation decided in 1991 to undertake, in coordination with DAC's Expert Group on Women in Development, a review of the WID policies and programs of DAC and of DAC member countries.

One part of that review was an assessment of the policies and other measures adopted by DAC member countries to strengthen "WID efforts" in donor assistance. The objective was to compare and verify the "institutionalization" of DAC/WID Guiding Principles in the donor organizations, assess how WID policies and measures influence donors' operational strategies and policies, identify both successful instruments and constraints, draw conclusions about the efficacy of current policies and measures, and recommend future strategies, including better ways to track the institutionalization of WID principles. This report is a synthesis of that assessment.

Sources for the assessment were the DAC donor organizations themselves. The assessment was based on a 1992 desk review of existing DAC/WID monitoring reports and

other reports, a survey (by written questionnaire completed in late 1992 or early 1993) of DAC members, and case studies of five donors completed in 1993. Granting that many donor organizations may have changed since these data were collected, the analysis and conclusions remain essentially valid.

Although the DAC Guiding Principles still use the term "women in development" (WID), over the years several member organizations have changed the names of their policies and programs from WID to "gender and development" (GAD). Generally the WID approach implies a focus primarily on the roles of women, and the gender approach implies a focus on the socially constructed roles of both women and men.

Conclusions

The conclusions reported here, based on evaluation of data and findings, are grouped around topics suggested in the terms of reference: The institutionalization of WID Guiding Principles, the impact of WID measures on operational strategies and policies, factors influencing WID institutionalization, and evaluation data.

Institutionalization of WID Guiding Principles

The DAC/WID Guiding Principles, adopted in 1983 and revised in 1989, laid the founda-

tion for concerted action by DAC members. The Guiding Principles, regularly monitored by DAC, served to apply significant peer pressure on members to develop and adopt WID policies and operational measures. In the last decade, DAC member countries have made substantial progress institutionalizing WID concerns and actions. Beginning with a tenuous foothold in a few donor agencies in the late 1970s and early 1980s, WID has now become a legitimate institutional concern in all DAC donor organizations.

There appears to be a pattern: Agencies first adopt formal mandates and policies that legitimize WID within their organization and later develop administrative guidelines and other operational tools. No donor moved directly to operational tools without first adopting an agency policy. In most donor organizations, WID has graduated from the first stage, gaining an institutional foothold, to the next, influencing operations. Twenty-one DAC members have adopted WID mandates and policies supported by some level of administrative measures and staff responsible for WID.

DAC member countries vary in the extent to which they adopt measures recommended in the DAC/WID Guiding Principles. Some countries have adopted many measures; others have adopted relatively few. Some had a formal mandate about WID, some had an internal policy directive. Which of the two they chose made little difference to their "WID effort" so long as the government's commitment, objectives, and principles were clearly communicated. The critical factor was official commitment.

Is WID more likely to be institutionalized in one type of organization than another? No clear pattern is discernible. WID/GAD staffs have successfully promoted gender concerns in organizations with varying types of structure and culture. WID has been institutionalized in large and small donor organizations and in organizations with different modes of operations, different sector priorities, and different development partners.

Impact on operational strategies

Data are limited, but there are clear indications that WID policies and measures have had a positive effect on DAC members' operations. The number of WID-specific and WID-integrated projects has increased. WID resources have increased. More and more women have participated in scholarship and training programs. Awareness of and expertise in gender issues have improved because of training, research, and innovative projects. Women's organizations in partner countries have become stronger in both advocacy and institutional capacity. Gender issues are more visible in donor agency documents, and sectoral and crosscutting themes have increasingly addressed gender concerns.

The instruments donors have found most effective in influencing their operational strategies have been operational tools (such as WID/gender analysis), training, technical support, funds, and project screening for WID issues.

The donors identified some constraints on, and obstacles to, the implementation of WID measures. Those cited most often were inadequate accountability measures, limited resources, a lack of state-of-the-art operational tools for emerging programming areas (related to macroeconomic policies, for example), and persisting gaps in awareness and expertise in gender issues in the donor organizations. A few donors saw the marginalization of the WID staff and office within an organization to be an obstacle.

On the whole, more donors identified effective instruments than identified obstacles. This demonstrates in part the donors' overall sense of positive achievements in the last decade. Donors appear to believe that despite constraints they were able to move forward significantly in a short time—from mandates and policies to staff and resources and finally to procedures and tools to influence agency operations.

Factors influencing WID institutionalization

Several donor agencies found factors, both inside and outside the agency, which were seen to facilitate WID's institutionalization. Inside the agency, the six most positive factors were

- WID's adoption as a priority issue in development assistance.
- Strong support from higher management.
- The development of an operationally feasible WID policy and action plan that included useful administrative measures (such as training, strong guidelines, accountability measures, screening procedures, and operational tools).
- A collaborative professional relationship among WID and other agency staff.
- Adequate funds and staffing.
- International networking, especially with the South, and collaboration within DAC.

Two factors outside the purview of the agency also had a positive influence on WID's institutionalization: a strong domestic lobby for WID and a strong national policy on gender equality. Women's groups and networks—in both donor countries and the countries receiving aid—have helped put political pressure on DAC members to adopt WID/GAD policies. Women's lobbies in donor countries have been most effective when they collaborated with women's groups and networks in the recipient countries. The continued support of the women's movement in both donor and recipient countries is essential for strengthening WID's institutionalization in donor organizations.

Assessment data

Assessment data were uneven. The questionnaire and case studies generated a certain amount of information about WID institutionalization—for example, the extent to which countries had adopted WID policies and meas-

ures. Information about the actual implementation and impact of WID policies and measures on donors' operations was less precise and systematic.

Some information was not comparable. Donors used different criteria, for example, to report on donor resources, especially funds. "Women-oriented assistance" could have been a good quantitative indicator to measure donors' WID effort, but the variations in reporting made this indicator somewhat unreliable.

Assessments were based primarily on the donors' perception of their effectiveness. Field-based assessment was limited. This study was not designed to find out how countries receiving aid perceived the effectiveness of donor WID policies.

Data generated through the questionnaire sometimes contradicted information available elsewhere in donor organizations and outside. The survey questionnaire proved to be of only limited use in generating precise and comparable information about complex issues of effectiveness and impact.

Data were limited for several reasons. In some donor organizations WID measures were too new. In others, information was scattered in the donor organization and had not been properly analyzed, collated, synthesized, and tracked by internal monitoring mechanisms. But the absence of key indicators to assess progress in WID achievements was the main obstacle to generating comparable data. Except for the DAC/WID statistical reporting format, which is input oriented, the donors have not yet established quantitative or qualitative measures by which to track the progress of WID achievements.

Recommendations

In a mere decade, DAC donor organizations have traveled a long road. In many ways, WID was a trailblazer in donor agencies, the first crosscutting mandate, to be followed later by

mandates on the environment, human rights, good governance, and other emerging issues. Mainstreaming WID concerns has pioneered many institutional and programming strategies that have served as models for other issues. Despite limited resources, WID has not only survived but has gained in visibility; increasingly, it is being mainstreamed into agencies. True, in that same decade WID/GAD policies, programs, and instruments have not completely changed agency operations, but a good beginning has been made and necessary first steps have been taken. Future policies and actions should be based on the solid foundation that has already been laid—strengthening and expanding the measures that have worked and taking new measures to overcome the obstacles to implementation of WID policies.

In the 1990s, WID policies and measures should be shaped not only by how donors assess past policies and instruments. More important, they should be responsive to emerging concerns about development cooperation. A major concern expressed in this assessment is to transform the traditional relationship of donors and aid recipients into a development partnership in which each party has a part in defining roles and responsibilities. Countries receiving aid should be helped to set their own goals, policies, and instruments and monitor their own actions and results.

The WID/GAD policies of the 1990s should also be responsive to other emerging development concerns, such as sustainable development, good governance, and macroeconomic policy instruments. The underlying principle of the following recommendations is that future WID policies and actions should be shaped by three considerations: the needs to learn from experience, to build development partnerships, and to strategically link gender considerations with emerging issues in development.

Learn from experience

Available data suggest that despite clear achievements, donors have not made enough

progress in instituting accountability measures, designing clear indicators to monitor progress, and developing awareness and expertise on gender issues. Based on experience reviewed for this assessment, the following steps could be undertaken in these three areas:

Institute accountability for implementing WID/GAD policies in organizations.

The policies of the past two decades elaborated responsibility structures for WID mandates and policies but did not spell out accountability measures to monitor organizational compliance. Transparent measures should be designed to hold donor organizations accountable for their WID/GAD policies. This can be done by

- Setting time-bound, measurable targets against which organizations can be held accountable.
- Strengthening checkpoints within agencies (such as steering committees, project approval boards, and so on).
- Holding key program managers and heads of field missions—as well as individual staff members—accountable for WID.

Design indicators and monitoring mechanisms to track achievement of WID results.

One problem DAC donors have in assessing the effectiveness of their WID/GAD policies is the lack of data about how WID measures influence agency operations and affect aid recipients. Priority tasks would be to

- Identify key quantitative and qualitative indicators to assess WID results.
- Establish monitoring mechanisms to track progress on the key indicators.
- Refine and adopt the DAC statistical reporting method for reporting women-oriented aid activities.

Develop awareness and expertise in gender issues.

Despite clear progress in raising awareness of WID concerns and developing expertise on gender issues over the previous decade, gaps still exist. Gaps in awareness and expertise can be further reduced through

- Specialized gender expertise.
- Training programs on a regular basis.
- Research on emerging issues.
- The exchange of information and experiences between North and South and between South and South.

Build development partnerships

To date, the DAC/WID Guiding Principles and the donors' WID policies and measures have focused primarily on incorporating systematized attention to gender issues in agency operations. If development assistance is to be reoriented toward partnerships and increasing aid recipients' own responsibilities for WID action, donors should

Build aid recipients' abilities to set their own agenda.

Many aid recipient countries have not developed their own national policies, institutions, and instruments. They have borrowed donor-developed models and instruments without assessing their local cultural and political suitability. Donors may wish to support partner countries in their efforts to

- Develop their own national gender equality policy.
- Build a wide-ranging consulting process among government and nongovernment groups geared to setting the national agenda.
- Develop institutional mechanisms, including accountability measures and evaluation systems, to implement national policies.

- Enhance awareness and expertise through training, information exchange, networking and research.
- Increase women's participation in development decision making.

Strengthen common understanding and dialogue.

Development partners—donors and aid recipients—often bring divergent perspectives and priorities to bear on development problems. Donors should consider taking steps toward a common understanding and dialogue by supporting

- Networking and joint endeavors among women's organizations in the North and South to develop concepts and tools.
- Joint donor and aid-recipient monitoring and evaluation of field activities.

Link gender issues with strategic priorities

In the past, WID/GAD programs have been quite successful in linking with agencies' priority sectors and issues. This has proved to be an effective strategy for mainstreaming gender issues into assistance activities. In the last two decades, gender issues were for the first time elaborated in many of the economic sectors—including agriculture, industry, energy, transport, settlement, and the informal sector. Although this strategy should continue, donors may also wish to develop programming ideas for strategic priority areas. Donors could

Bring a gender perspective to policy dialogues.

Policy dialogue among development partners is an increasingly influential instrument for shaping development agendas. Up to now, however, gender issues have not featured prominently in such dialogue. Women's participation in such dialogue has been marginal. Donors may increase the place of gender issues in policy dialogue by

- Engendering debates on macroeconomic and sectoral policies, i.e., discuss gender differentiated impact of these policies.
- Ensuring women's participation in policy dialogues.

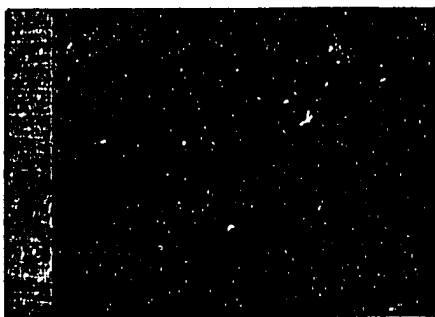
Explore gender issues in strategic programming areas.

Gender issues have been relatively well highlighted in many of the social and economic sectors, but the understanding of gender issues is still limited in the emerging development sectors. Donors may wish to support

- Building gender perspectives in new program areas, such as good governance and participatory development, human rights, and sustainable development.
- Investigations of macroeconomic policies in such areas as trade, science and technology, and information and communication, from a gender perspective.

Revise the DAC/WID Guiding Principles after World Conference on Women in 1995

The DAC/WID Guiding Principles were adopted in 1983 and revised in 1989 in response to the Nairobi Forward-Looking Strategies and DAC members' own experiences. These principles have successfully helped integrate gender issues in DAC donor agencies' policies and programs. Taking note of this assessment, of discussions in Beijing in 1995, and of the Platform for Action 1995, member countries may want to consider further revising the DAC/WID Guiding Principles to address emerging issues of the 21st Century.



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Annex 1
Terms of Reference Theme II

3.0 Theme II Study: WID Efforts of the DAC Member Donor Organizations

Terms of Reference

3.1 Purpose

The objective of this activity is to assess the policies and other organizational measures adopted by DAC member countries to strengthen WID efforts within their development assistance. Switzerland and the United States have agreed to be the "lead members" for this component of the DAC evaluation Expert Group assessment of WID policies and programs among DAC member countries.

3.2 Background

The DAC Expert Group on Aid Evaluation agreed, in their meeting of October 10-11, 1991, to collaborate with the WID expert group to assess WID policies and programs within DAC member countries. The assessment will be carried out in connection with other preparations for the 1995 UN Conference on Women.

The DAC WID Assessment will cover three themes: (1) DAC's WID Guiding Principles and Actions, (2) WID efforts of the donor organizations, and (3) the impact and effectiveness of WID efforts as reflected in the project and program evaluations undertaken by DAC members. The United States and Switzerland are taking the lead for Theme II. This entails the analysis, comparison, and verification of donor efforts in implementing the DAC WID Guiding Principles and the assessment of the influence of these efforts on the operational strategies of donors.

DAC member countries have responded to the DAC WID Guiding Principles in a variety of ways. These differences are the result of various factors and circumstances such as the economic, cultural, and political background influencing each country's development effort, the priorities of the actors shaping aid policy, and the perceived and real congruence of women in development goals with other important objectives.

Three monitoring reports (1985, 1987, 1989) prepared by the DAC WID Expert Group show considerable areas of progress toward implementing the DAC Guiding Principles. However, the 1989 report points to the lack of studies of the effects of these WID efforts and a scarcity of information about their influence on the operational strategies of the donors. The Working Party on Statistical Problems developed the "Methodology for

Statistical Reporting of Women-Oriented Aid Activities" in 1989, in collaboration with the WID Expert Group. Preliminary reports from the DAC WID Expert Group members indicate great difficulty in applying the methodology. Few projects satisfy the criteria. In part this may be due to the great variety of organizational and reporting structures for WID in the member countries.

A key question that emerges is: Why are the data on the effects of the WID guiding principles on the operational strategies of donors so limited? Have the donors integrated WID into their operations but they lack effective monitoring and evaluation systems to capture this? Or, are many of the donors setting up systems and guidelines that are generally ignored in program planning and implementation as well as policy formulation. The latter is suggested in a 1991 study of mainstreaming women's issues in development, prepared by Rounaq Jahan, that focused on NORAD, UNDP, and the World Bank.

3.3 Scope of Work

The evaluation task for Theme II is to analyze, compare, and verify the institutionalization of DAC WID Guiding Principles in the donor organizations. This assessment should document the successes in affecting the operational strategies and policies of the donors as well as the constraints and obstacles. Recommendations should indicate which systems and procedures appear to work best for particular types of organizational structures and for different degrees of institutionalization of the WID Guiding Principles. It should also suggest ways to track the institutionalization of the WID Guiding Principles more efficiently.

3.4 Activity Descriptions and Outputs

Several activities are needed to complete the evaluation task for Theme II: (1) a desktop review of existing DAC WID monitoring reports and other relevant studies to describe, classify, and analyze variations in WID strategies among DAC donors. The review will also identify key issues to be explored in more depth through (2) a survey questionnaire which will be transmitted to all DAC member evaluation units. The questionnaire findings will provide the basis for designing (3) case studies of aid administration that will focus in depth on five to nine DAC members. The results for all these activities will provide the basis for (4) the report for Theme II of the WID Assessment which will be submitted to the DAC.

1. Desktop Review

Objective: to analyze and compare the institutionalization of WID in DAC members' aid operations in order to describe trends and identify key areas of success and constraints, particularly those that require more data and analysis.

Activity Description: The review will include documents such as DAC WID Monitoring Reports, WID Expert Group Annual Country Reports, the Methodology for Statistical Reporting of Women-oriented aid activities, other existing assessments of the institutionalization of the WID Guiding Principles, and other relevant documents to be identified by the contractor or suggested by A.I.D.. It will also involve telephone interviews with the chair of the WID experts who have been involved in the monitoring of the institutionalization of the WID Guiding Principles (eg. mandates and policy measures for WID, organizational framework, operational level, statistical reporting of WID assistance, support functions).

Product: A 10-15 page report of findings and recommendations for key issues for the survey.

Levels of Support: The U.S. will support the preparation of the desktop review by a contractor (estimated at 25 person days). Switzerland will review and comment on the draft. Similarly, the Netherlands and Canada will also review the draft to ensure consistency between Themes I, II and III. The U.S. consultant will make any necessary revisions.

Survey Questionnaire

Objective: To gather and analyze information on key issues related to successes and constraints regarding the institutionalization of WID in donor operations and problems encountered in monitoring progress.

Activity Description:

- (a) Design a questionnaire to be sent to all DAC member country WID units for action, and evaluation units for information and coordination. The questions will elicit more in depth information on the key areas identified in the desktop review and on problems encountered in monitoring the institutionalization process. The questionnaire could also include a request for policy documents,

manuals, organizational charts, documentation for databases/tracking systems etc. providing evidence of the successful elements of institutionalization of the Guiding Principles, if these are not already available at the DAC or through the WID expert group. The questionnaire will be reviewed and approved by the U.S. and Swiss evaluation offices and the contractor will make any necessary changes.

- (b) Pilot test and transmit the questionnaire; conduct telephone follow-up synthesize and analyze the data, including recommendations for the case study sites and designs.

Product: A 10-15 page report summarizing the findings and recommendations.

Levels of Effort: The U.S. will provide support for a contractor to develop and analyze the questionnaires (estimated at 20 person days). Switzerland will support the distribution and telephone follow-up for all the European member countries. The U.S. will support the distribution and follow-up for the remaining countries.

3. Case Studies

Objective: To collect data in five to six member country institutions in order to further analyze the key country issues and monitoring constraints identified in the questionnaire analysis.

Activity Description: Based on the results from the questionnaire analysis, design and conduct assessment of key issues in institutionalization from five to six DAC member country efforts in WID (including the U.S. and Switzerland). Cases will be selected to represent different donor organizational types and different phases/degrees of success in the institutionalization process.

Product: Five to six 10-15 page unpublished case study reports documenting institutionalization outcome to be synthesized in the final report. These individual country reports will remain confidential.

Levels of Efforts: The U.S. and Switzerland will support preparation of the case studies. Effort for this activity is estimated at 15 days of person effort per country. The U.S. and Switzerland will review and comment on all cases. Each country will oversee revisions needed, based on that review.

4. Final Report

Objective: To prepare a final report for theme II.

Activity Description: Prepare a synthesis of findings from the document review, the questionnaire analysis, and the case studies. The report should document successes in affecting the operational strategies and policies of donors as well as the constraints and obstacles. Conclusions and Implications should indicate what systems and procedures appear to work best for particular types of organizational structures and for different points in the process of institutionalizing the WID guiding principles. The report would also answer the questions: Why are the data so limited? and What can be done to efficiently remedy this situation? Recommendations should include ways of tracking the institutionalization of WID more effectively.

Products: (1) 20 page report and annexes; (2) two-page briefing paper (summarizing key findings and recommendations). All final products will be camera-ready on disk in Wordperfect 5.1 and one hard copy.

Levels of Effort: The U.S. will cover the cost of the preparation of the camera ready copy of the report, the briefing paper and the case study briefs (estimated at 15 person days). The U.S. and Switzerland will review and comment on the final drafts.

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**Memorandum of Understanding Between
A.I.D. and the Swiss Development Corporation on
Levels of Support to be Provided for DAC/WID Evaluation, Theme II**

Desktop Review

Levels of Support:

The U.S. will support the preparation of the desktop review by a contractor (estimated at 25 person days).

Switzerland will review and comment on the draft.

Survey Questionnaire

Levels of Effort: The U.S. will provide support for a contractor to develop and analyze the questionnaires (Estimated as 20 person days).

Switzerland will support the translation into French and distribution and telephone follow-up for all the European member countries, as well as the translation of answers into English.

The U.S. will support the distribution and follow-up for the remaining countries.

Case Studies

Levels of Effort:

The U.S. will support two to three case studies and reports including the analysis of the U.S. case.

Switzerland will support the remaining case studies. Effort for this activity is estimated at 15 days of person effort per country.

The U. S. and Switzerland will review and comment on all cases. Each country will oversee revisions needed on the cases generated by their staff or contractors.

Final Report

Levels of Effort:

The U.S. will cover the cost of the preparation of the camera ready copy of the report, the briefing paper and the case study briefs (estimated at 15 person days).

The U.S. and Switzerland will review and comment on the final drafts.

The U.S. will submit a camera-ready copy of the final report to the WID Evaluation Group.

Annex 2

Questionnaire

Time Started: _____

1. Name of Agency: _____ Date: _____
2. Name of Person Responding: _____
3. Title: _____ 4. Unit/office _____
(Please attach an organization chart.)

PART I: INFORMATION ABOUT THE AGENCY

5. What is the annual funding level for development assistance for your agency? _____

6. What was the total staff level implementing your country's development assistance program during your last budget year? _____ (numbers of people, headquarters and field)

	Men	Women
Employees, professional	_____	_____
Employees, other	_____	_____
Consultants	_____	_____
Other part-time workers	_____	_____

7. Do you have any staff resident in assisted countries?

Yes _____
No _____

- 7a. Average staff size per country:

Men Women

8. Are there particular populations that your development assistance is targeted to assist in most countries?

Yes _____
No _____

- 8a. If yes, what are they? _____

9. In your last annual budget what percentage of your resources were allocated to:
(approximately)

agriculture _____
population _____
health _____
education _____
commerce/industry _____
micro enterprise/informal sector _____
natural resource management/environment _____
governance/management improvement _____
other _____

10. In your last budget year, what percentage of your bilateral funds were allocated through:

project assistance _____
funds for policy change and/or direct financial
support of recipient government _____
NGOs _____
other (specify) _____

11. What percentage of your bilateral funds are given through:

grants _____
loans _____
other (specify) _____

12. Does your agency provide assistance worldwide?

Yes _____
No _____

- 12a. If no, which geographic regions is your program in?

_____ Asia _____ Africa _____ Europe _____ Caribbean
_____ Latin America _____ Middle East _____ South Pacific/Oceania

13. How many countries does your agency provide assistance to? _____

14. Is there only one governmental organization in your country with overall responsibility
for foreign assistance?

14a. If yes, name and responsibility: _____

- 14b. If more than one, please give the names of the organizations and describe briefly each one's responsibility.

WID/GAD POLICY

15. Are there any groups in your country which promote WID/GAD (Gender and Development) ?

Yes _____
No _____

- 15a. Do these groups influence development assistance programs?

Yes _____
No _____

- 15b. How? _____

16. Does your agency take a WID approach or a GAD approach in your efforts?

Mostly WID _____
Mostly GAD _____
Both equal _____

Please explain.

17. Does your agency have a formal WID and/or GAD mandate?

Yes _____
No _____

17a. If yes, what is/are the source(s) of that mandate:

_____ legislature/parliament
_____ another ministry
_____ president or prime's minister's office
_____ office of the administrator or director of the foreign assistance
program
_____ minister for foreign affairs
_____ other _____ specify _____

17b. What year did mandate take effect? _____

Please attach if you have not sent it to study coordinators previously.

Sent Already _____ Attached _____

18. Do you have a general WID and/or GAD policy statement?

Yes _____
No _____

18a. Are WID & GAD clearly differentiated?

Yes _____
No _____

18b. If it is a separate document, what is the title?

Please attach if you have not sent it to study coordinators previously.

Sent Already _____ Attached _____

18c. What date did the policy take effect? _____

18d. Who participated in the process of developing the policy statement?

19. Do you have a statement of WID and/or GAD policy for specific countries?

Yes _____
No _____

19a. If so, list countries and indicate where local partners participated in its development and check if local partner participated:

20. Does your agency have sector strategies?

Yes _____
No _____

20a. If yes, is WID and/or GAD advice integrated or included in the strategies?

Yes _____
No _____

20b. Name sectors which reflect this WID and/or GAD awareness (e.g. health, agriculture)?

ORGANIZATION FOR WID ACTIVITIES

21. Do you have a centralized WID/GAD unit?

Yes _____
No _____

21a. If yes, how many staff?

	Men	Women
full-time	_____	_____
part-time	_____	_____

21b. What is the title of the individual to whom the head of this unit reports?

21c. What year was the office created? _____

21d. What influence does this office have over the staff of the organization?
(Check all that apply.)

- _____ project approval authority
- _____ voice at project reviews
- _____ financial resources to allocate
- _____ travel money
- _____ expertise to offer
- _____ sanctions for noncompliance with policy statements
- _____ other (specify) _____

22. If no centralized WID/GAD Unit, is there one person that bears the ultimate responsibility for WID/GAD?

Yes _____
No _____

22a. Please list the three most important duties of this person?

23. How many staff persons work on WID/GAD?

	Full time		Part Time	
	M	F	M	F
- staff of a gender unit	_____	_____	_____	_____
- gender specialist in headquarters other than in the gender unit	_____	_____	_____	_____
- gender specialist in-county	_____	_____	_____	_____
- project implementation staff	_____	_____	_____	_____
- other field staff	_____	_____	_____	_____
- local partner organization staff	_____	_____	_____	_____
- other	_____	_____	_____	_____

24. Are there any permanent WID and/or GAD working groups (or inter/intra agency committees) in the field or headquarters of your agency?

Yes _____
No _____

24a. If yes, what are they called? _____

24b. Who participates? _____

25. Does the structure of your institution reflect the "gender relations" of your own culture? (eg. Numbers of men and women in range of jobs throughout agency. Is it representative or more diverse than the general female/male job distribution in your country.)

☐ Yes, Representative of our country
☐ No, our agency is more diverse than the general culture

25a. Please Explain: _____

PART II: IMPLEMENTATION OF WID AND/OR GAD POLICIES AND PROGRAMS

26. How many countries do you have WID/GAD programs in? _____

27. Have you consulted with recipient countries on WID/GAD programs during the past year?

Yes _____
No _____

27a. How often? _____

27b. In what form?

Meetings _____

Conferences _____

Joint planning sessions _____

Joint evaluations _____

Other actions taken to promote partnership in the South, please specify

28. What percentage of last year's total bilateral development assistance for your agency was allocated to WID specific programs? _____

29. What would you estimate the level of financial resources that are used in your agency's WID and/or GAD efforts (assistance modes and staff and training resources)? _____

30. Of all WID and/or GAD allocations and programs, what percentage was mandated from outside your agency e.g., parliamentary law, presidential direction, earmarked funds, etc.? _____

31. Do you have a plan of action for implementation of WID and/or gender policy or strategy?

Yes _____

No _____

31a. If yes, what is the title of the document and the date of approval? _____

Please attach if you have not sent it to study coordinators previously.

Sent Already _____

Attached _____

32. Who is responsible for implementing the policy (general or country specific)? (check all that apply)

	Their primary responsibility	Secondary responsibility
gender specialists in headquarters	_____	_____
staff of a gender office	_____	_____
gender specialist in country	_____	_____
project staff	_____	_____
all field staff	_____	_____
all staff	_____	_____
other (specify) _____	_____	_____

33. What incentives are there for following your agency's WID and/or GAD policy?

34. What sanctions are there for not following your agency's WID and/or GAD policy?

35. How do you use gender analysis in the design/appraisal process for all projects?

36. Do you have special requirements for designing WID specific-projects?

Yes _____
No _____

Please attach if you have not sent it to study coordinators previously.

Sent Already _____ Attached _____

TRAINING

37. Please list WID and/or GAD training programs during past 12 months? (headquarters and field)

List activity	How often offered?	Primary Audience/Participants	Indicate if trainees were local or expatriate		
			Local	Expatriate	Combination

38. What other WID and/or GAD training programs are planned? (headquarters and field)

List Activity	Ongoing or ad hoc?	Primary Audience
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

39. For each of the following, please indicate the number of courses which include each type of training (during last 12 months):

	Total number of courses
a. sensitivity to gender issues	_____
b. familiarization with policy on gender	_____
c. gender analysis methods	_____
d. project and program development	_____
e. data collection and analysis methods including gender disaggregation	_____
f. other (specify) _____	_____
g. _____	_____

40. Are your collaborating agencies (e.g. contractors, NGOs, other local partners, universities) required to attend any kind of WID and/or GAD training?

Yes _____
No _____

41. Has your training been beneficial in carrying out your agency's WID/GAD efforts?

Yes _____
No _____
Mixed _____

41a. How would you improve it?

MONITORING

42. Are your project/program activities monitored on a regular basis?

Yes _____
No _____

42a. How often? _____

42b. If yes, who is responsible for monitoring? _____

43. Is monitoring gender disaggregated?

_____ All the time
_____ Frequently
_____ Sometimes
_____ Never

44. Are there specific WID and/or GAD monitoring activities or systems?

Yes _____
No _____

45. If you have a WID and/or GAD plan of action, is the implementation being monitored directly?

Yes _____
No _____
No WID/GAD Plan of Action _____

45a. Who is responsible for monitoring the WID and/or GAD plan of action?

EVALUATION

46. Does your agency's evaluation guidance take gender into account?

Yes _____
No _____

46a. Have specific approaches or methods been identified for use in evaluations?

Yes _____
No _____

46b. If yes, what are they?

47. Are WID and/or GAD issues part of terms of reference (or scopes of work) for evaluation work?

Yes _____
No _____

47a. If yes, what percentage of evaluations explicitly include WID and/or gender in the terms of reference?

48. Please check if you have responded to the DAC questionnaire on "Methods for Statistical Reporting" and you would be willing for us to review your response. _____
If marked, you may skip questions 49 & 50.

49. Do you use key indicators to track progress on access of women to resources and benefits?

Yes _____
No _____

49a. Please describe the process of developing the key indicators (please list 5 or 6 examples)?

49b. How often are the indicators reported on? _____

Please attach examples of key indicators if you have not sent them to study coordinators previously.

Sent _____ Attached _____

50. Did the DAC work on "Methodology for Statistical Reporting" play a role in the development of these key indicators?

Yes _____
No _____

50a. If yes, please indicate what role the DAC guidance played?

51. How would you compare the impact of WID specific and WID integrated projects and programs?

52. Has your country's promotion of and implementation of WID principles gone beyond what was agreed to in the "DAC Revised Guiding Principles?"

Yes _____
No _____

52a. If yes, what innovative methods are you using for promoting WID/GAD results?

OVERALL ASSESSMENT

53. What operational approach have you found most effective in promoting WID and/or GAD results? (e.g. NGOs, WID specific, WID integrated, etc.) (what do you think works?)

- [illegible]

- [illegible]

PART III: RELATIONS WITH THE DAC AND AMONG THE MEMBERS

56. Did your country's participation in the DAC play a role in the development of any of the following:

	Yes	No	Do Not Have One
a mandate	_____	_____	_____
policy statement	_____	_____	_____
action plan	_____	_____	_____
funding allocation	_____	_____	_____
other, specify	_____	_____	_____

56a. If any of the above, please describe how that occurred: _____

57. Did the DAC "Guiding Principles on Women in Development" play a role in the development of:

	Yes	No	Do Not Have One
a mandate	_____	_____	_____
policy	_____	_____	_____
action plan	_____	_____	_____
funding allocation	_____	_____	_____

57a. If any of the above, please describe how that occurred:

58. Have you contacted other DAC members on WID/GAD issues in the past 12 months?

Yes _____
No _____

58a. For what? _____

59. Have you received and/or shared research materials on WID from other DAC members in the past 12 months?

Yes _____
No _____

59a. Example: _____

60. Have you hosted meetings/conferences on WID and invited other DAC members in the past 12 months?

Yes _____
No _____

60a.

When	Topic(s)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

61. Have you worked together with other DAC members on WID/GAD issues in other ways in the past 12 months?

Yes _____
No _____

61a. Which ones? _____

61b. For what purposes? _____

62. Please indicate the name and phone number of the individual available in February 1993 or the designee who we should contact with questions.

Name _____

Phone Number _____

Time Ended: _____

Thankyou very much for your help in this study.

Annex 3

Revised Guiding Principles on Women in Development, 1989

REVISED GUIDING PRINCIPLES ON WOMEN IN DEVELOPMENT 1989

The attached Revised Guiding Principles on Women in Development, prepared by the Expert Group on Women in Development, were approved by the Development Assistance Committee at its meeting on 19th-20th September 1989.

Based on the original "Guiding Principles to Aid Agencies for Supporting the Role of Women in Development" adopted by the DAC at its High-Level Meeting in 1983, this revised version takes into account new developments in this field as well as progress made by Member countries.

In particular, the present version reflects the practical consequences for Members of their commitment to the Forward Looking Strategies for the Advancement of Women adopted in Nairobi in 1985 at the end of the UN Decade for Women. It also draws upon findings from the first two Monitoring Reports on the Implementation of the Guiding Principles issued in 1984 and 1987, and from evaluations conducted by Members of gender issues in development projects.

This report was approved by the Council of the OECD in January 1990.

REVISED GUIDING PRINCIPLES ON WOMEN IN DEVELOPMENT. 1989

I. INTRODUCTION AND OBJECTIVES

1. The overall objective of sustainable development is only attainable when needs and interests of both women and men are fully recognized in the planning and implementation of projects and programmes. Minimum requirements to achieve this are equal access to resources, services, education and training.

2. This was acknowledged by DAC Members when they adopted the Guiding Principles to Aid Agencies for Supporting the Role of Women in Development in November 1983. Members also acknowledge that all aspects of development -- social, economic, political, cultural and religious -- must be taken into account in the planning and implementation of projects and programmes and that special attention must be even to the situation of women in their respective societies as well as the role they play in their communities.

3. At the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women in 1985, "The Nairobi Forward Looking Strategies for the Advancement of Women" (FLS) were adopted with the consensus of 157 governments. The consequences for DAC Members of their commitment of the FLS document were set forth in the report "From Nairobi to the Year 2000 -- Actions Proposed for DAC Member Countries to Fulfill their Commitment to the Nairobi Forward Looking Strategies" adopted by the DAC Expert Group on Women in Development in 1986.

4. These Revised Guiding Principles are based on the original Guiding Principles, but their scope is expanded to take into account:

- New priorities established in the FLS document;
- Conclusions of two monitoring reports issued in 1985 and 1987 on the implementation by DAC Members of the DAC Guiding Principles underscoring progress achieved by Member Countries since 1983 but also revealing the need for intensified efforts;
- Results of evaluations carried out by some Members since 1986 incorporating women in development as a cross-cutting issue.

5. DAC Members will endeavour to implement these Revised Guiding Principles in their development co-operation programmes.

6. In implementing the Revised Guiding Principles due attention must be paid to the priorities of individual recipient countries, many of which have themselves made commitments to the rights of women as participants in the process of development in accordance with the Convention on the Elimination of all Forms of Discrimination against Women. Donor countries are encouraged to raise the issue of the role of women in development in their policy dialogue with recipient countries.

II. MANDATES, POLICY GUIDELINES AND PLANS OF ACTION

7. All DAC Members now acknowledge the importance of involving women fully in the development process and have stated this in official aid policy documents concerning women in development.

8. These policies or mandates should now be strengthened with more precisely defined objectives. They must be action-oriented, showing recognition of women as a development resource and especially as active participants with full access to benefits, and they should pervade all the agencies' operations at the bilateral and multilateral levels. In some sectors of development assistance, women's major role is now understood. For other sectors and types of aid, DAC Members should further explore the gender implications of their assistance, for example in large-scale infrastructure projects, programme aid and structural adjustment lending.

9. Guidelines and procedures relating to WID should be developed in agencies where they do not yet exist. Existing guidelines and procedures should be applied more vigorously and consistently and be regularly adapted to changes occurring in the economic and social environments.

10. It is recommended that specific guidelines should be used for work in each sector, especially those in which women play a major role.

11. Donor countries should make sure that their policies on women in development are taken into account in the development activities of multilateral organizations. Financial and technical support and multi-bilateral projects can be useful modalities.

12. DAC members should encourage and strengthen the capacity of non-governmental organizations at all levels to reach women and women's groups.

III. ADMINISTRATIVE MEASURES

13. To ensure systematic implementation, monitoring and evaluation of donor policies related to women in development in the full range of agencies' programmes and activities, it is essential that a specific management system be put in place.

14. Most DAC Members have begun making adjustments within their administrations to facilitate this process. More comprehensive measures, however, should now be applied, since translating WID policies into practice is the responsibility both of the agency as a whole and of each individual staff member. Strong and visible commitment to integrate women in the development process should be demonstrated by the senior level management of donor agencies.

15. Working methods and mechanisms should be defined and their application ensured with the support of instruments such as special WID units, focal points or advisory groups. It is essential to ensure that WID responsibilities are taken up by operational staff throughout the agency, and that staff competence is developed.

16. DAC Members should be encouraged to develop internal monitoring systems to make certain that project and programme procedures on WID are followed and that appropriate measures are instituted to bring about compliance with overall policy guidelines. In conformity with the DAC Principles for Project Appraisal, full attention should be paid in the preparation and implementation of projects -- from initial identification stage through approval, proposal calls, contracting, plan of operation and through monitoring and evaluation -- to include the issue of women's benefits and participation, identifying obstacles and developing strategies to overcome them.

17. Sufficient resources should be allocated to carry out these administrative measures until such time as the individual agency is able to demonstrate that its programmes and activities routinely involve women on an equal basis with men.

18. When appointing staff at resident missions in recipient countries it should be ensured that WID expertise is available in order to monitor activities at all stages of each project, facilitate the dialogue with local authorities and feed back specific information leading to "fine tuning" of policies and project objectives.

19. Basic understanding of the importance of socio-cultural and gender relations is one of the prerequisite qualifications for agency staff members, especially decision-makers, in order to implement WID policies. DAC members, therefore, should make sure that training programmes on WID issues and activities, at both bilateral and multilateral levels, are available to all staff

members, including senior officers and those responsible for sectoral/technical details of projects. These should be introduced routinely for personnel, especially those appointed as WID-responsible in aid missions. The quality of these training programmes should reach the highest possible level.

20. Special attention should be given to make staff members capable of understanding the importance of analyzing gender implications of macro-economic adjustment policies and their effects on the micro-economy including the household level. If sufficient expertise on WID issues is not available among the permanent staff, external consultants should be contracted.

21. Members should encourage the DAC Secretariat to strengthen its own capacity to understand and incorporate gender issues in the routine work of the Secretariat and to play an active part in ensuring that these issues are included inter alia in the preparation of terms of reference for consultants to the DAC. The Secretariat should organize a training programme to enable its staff and permanent delegations to understand the WID policies of the DAC members.

22. Of great importance for the understanding of WID issues is the development of gender-differentiated data, which are still strikingly deficient. The suggested methodology for statistical reporting as established by the DAC Expert Group on WID may after appropriate testing be instrumental in this respect.

IV. IMPLEMENTATION (1)

23. Long-term impact of WID policies depends on the efficiency of the means used to implement them. The measures and procedures that have so far proved effective should therefore be applied more systematically and consistently. Positive results should be disseminated to DAC countries and recipient countries. Innovative procedures are still needed and pilot projects which can serve to test appropriate methodologies for training and application of new technologies are recommended as preparation for project WID components.

Relevant Procedures for Projects/Programmes

24. If WID objectives are to be achieved, it is essential that both women and men of the target population are involved and that consultations take into account their constraints and ability to participate in development activities and to derive equitable benefits from such activities.

25. The equitable participation of the women of the target group should be reflected in the project design and in the monitoring system, with the objective of assessing how different groups of women are affected by project activities as compared to other groups of the target population.

26. Whenever necessary, every effort should be made to upgrade the skills and educational level of women to ensure their full participation throughout the project cycle. Barriers and opportunities for women to participate in and benefit from the project should be identified, and steps to reduce constraints and to maximize opportunities should be taken.

Appraisal and Implementation

27. The constraints and opportunities facing different groups of women must be carefully analyzed at the appraisal stage of projects and programmes in order to assess their probable influence on the designated objectives.

28. DAC members should throughout the programming cycle take fully into account the gender composition of the project population as related to their financial, economic, political and socio-cultural situation. Central issues would be the different sub-groups' access to and use of productive resources and the distribution of rights and responsibilities. Professional cross-cutting competence should be included in project plans and budgets in order to collect and analyze data on inter- and intra-household activities relevant to these issues.

29. Agencies should ensure that their technical/sectoral experts have a basic understanding that socio-cultural, political and economic factors can influence positively or negatively women's participation in and benefits from projects. Programme officers should be responsible for assigning WID-competence to their

projects as required.

Monitoring

30. Every phase of the project implementation should be systematically monitored through on-site procedures built into the project in order that changes in the social, political, economic and value systems can be continuously assessed. Such monitoring, combined with flexibility in project implementation, can support expected or unexpected positive consequences and avoid negative consequences before these could become irreversible.

31. Suitable indicators of progress and impact should be established in order to make such monitoring possible.

Evaluation

32. All evaluations concerned with effects on target groups should describe and analyze possible gender differences. This will require WID-competence on the teams.

Research

33. More emphasis must be placed on analyses of the relationships between the genders. Past research on women in society has tended to analyze women as a homogenous group and has been fairly descriptive. Future research should focus on the dynamic aspects of gender relations in the socio-economic context. This would provide valuable insight to the applied aspects of development assistance.

34. Joint research initiatives should be undertaken by DAC Members and recipient countries in order to provide information that would facilitate the integration of women in the development process.

35. With the objective of avoiding research duplication and promoting increased exchange of information, Members are encouraged to provide the DAC Secretariat with annual bibliographies of major research activities on WID issues for distribution to all Members. They are also encouraged to share with other donors, NGOs and the host government relevant research material on WID in countries or sub-regions that would be of specific interest to them.

V. CO-ORDINATION, CONSULTATION AND DEVELOPMENT EDUCATION

Co-ordination and Consultation

36. As expressed in the FLS document, "Regular consultations should be institutionalized in order to exchange information on programme activities and co-ordinate future planning and programming with a view to ensuring adequate resource allocation that would facilitate action and limit the unnecessary duplication of activities.

Training and Education

9. In many recipient countries women's educational level is inferior to men's. The causes for this are partly socio-cultural and partly due to material constraints. DAC Members should be instrumental in:

- Increasing awareness, in donor and recipient countries, of the need to improve primary, secondary and vocational education and training of girls and women in order to upgrade their position in society.
- Promoting revisions of curricula and text books so that they portray the multiple roles of women and men.
- Providing training modules for women in skills needed to implement, maintain and manage relevant sector projects.
- Promoting and supporting, when necessary, the institutional structures that are essential to protect and advise on women's interests.
- Sustaining long-term support and monitoring of the above interventions.

10. DAC Members should increase the number of fellowships awarded to women from developing countries with the long-term goal of equal access and participation. Where appropriate, training should take place in the students own countries or in the region. Agencies should undertake a process in all scholarship and training programs to identify barriers to women's increased participation and to develop strategies to overcome these barriers.

Access to Credit and Banking Facilities

11. Women generally lack collateral to obtain bank loans and credit to start, maintain or expand income-generating activities. DAC Members should promote changes in the legal or social systems that constitute hindrances to women's economic activities. They should increase their co-operation with and support to agencies or institutions that aim at making women economically more independent through WID-specific or WID-integrated projects.

Environment

12. Women are primary users of natural resources and managers of the environment, with a holistic and long-term perspective. Sustainability will only be achieved with the knowledge and contribution of women. Their participation must therefore be recognized in the formulation of policies, programs and projects. These should be designed to enable women to enhance their own

capabilities, their access to resources and their contributions to environmental sustainability. Environmental concerns are cross-sectoral and also cross-spatial. Projects in the rural and urban contexts must be designed therefore with a focus on women's concerns and needs as key factors in environmental protection.

Health

13. Research on the situation of women in developing countries has demonstrated a clear relationship between:

- Women's educational level, number of children and children's school performances;
- Women's educational level and family health;
- Women's workload in the household and the family's nutritional status;
- Women's health and the number and spacing of children, and their age at the first and last pregnancies.
- The roles and attitudes of men, and women's access to services and their ability to apply the health knowledge.

14. Primary health care should include family planning -- a human right -- given the high rate of maternal deaths during pregnancies and at birth and in order to give women reproductive choice. Family planning programs should be developed in cooperation with the target group men and women should take into account socio-cultural opportunities and constraints.

15. DAC Members should promote and support initiatives to improve general and institutional knowledge and practices regarding nutrition, hygiene and family planning. It should be noted that these initiatives concern both women and men.

16. In so far governments in developing countries take steps to introduce non-public financing of health services, special attention must be given to ensure women's continued use of the services in spite of their lack of access to a cash economy. Research specially focused on women's needs should therefore be undertaken before devising new financing methods such as community financing, users' fees or mutual funds. Existing programs should be carefully monitored and evaluated.

17. DAC Members should support the efforts of NGOs and international organizations with specific mandates in the health field and urge them to place more emphasis on the role of women as recipients of health care and as agents for improving the health of their families.

18. DAC Members should support efforts to prevent and combat gender-specific violence and traditional practices which constitute health hazards to women.

Annex 4

WID Measures Adopted by DAC Member Countries

Annex: WID Measures Adopted by DAC Member Countries

	Australia	Austria ¹	Belgium ¹	Canada	Denmark	EEC	Finland	France ²	Germany ²	Ireland
1. Policy Instruments										
1.1 Mandates	Directives by the Ministry for Foreign Affairs. 1976	Ministerial directives for supporting WID activities. 1989	Micro-intervention Program (1990) aimed at development of self-sufficiency among disadvantaged groups.	- Development Assistance Charter (1986) established WID as priority. - Sustainable Development Framework (1991) - Policy documents issued in 1986, 1992	Resolution of the Danish Parliament on national follow-up to the UN Conference in Nairobi. 1986	A special article in the Lomé IV Convention. 1990 - Council Regulation No. 443/92 articles 1, 3 and 4b (1992)	Ministerial Directive in Finnish only 1988 National Programme for Promoting Equality. 1980	Orientations du Ministre de la Coopération in Nov., 1992		
1.2 Policy Guidelines	- WID Policy. (1984) - WID Policy Statement (1992)		"From Quantity toward Quality" (1992) and "Yes, There is Still Hope" (1993) two policy documents that highlight the importance of WID. "Geneva Declaration for the Economic Promotion of Rural Women" (1992) has been integrated into Belgian co-operative policy.	1992 CIDA WID Policy replaces 1986 policy	DANIDA's WID Policy Towards the Year 2000 (Draft) 1992	WID newly included in "Nouvelles Orientations Generale de la Coopération" Asia/LAC	Practical WID Programme (PWP) launched 1991 by internal directive within FINNIDA	"Directive Interne" 1984 Revised by Director of development in Feb., 1992	A directive on WID is included in the Development Policy Guidelines of the government. 1986	WID Guidelines. April 1990
1.3 Plans of Action	- Plan of Action reactivated in 1989 - Health strategy - - Country strategies Thailand, Philippines		Promotion of women, particularly rural women, is a priority in cross-sectoral commissions or cooperation committees with numerous Southern partners and certain multilateral institutions (ADB). Population policy emphasizes education of women. NGOs must incorporate gender considerations into AGCD financed programs and projects.	- 1992 interim policy replaced previous plan. Will update annually. - 27 countries with WID strategies of profile documents - Sector strategies in population health, education, informal sector, energy agriculture, water and sanitation	- The plan of action has been completed, consisting of a strategy (Part I - 1987); sector guidelines (Part II - 1988); Country programmes (Part III - 1989). Being revised 1993 - 4 country strategies - Sector strategies in water, health, agriculture, urban	Plan d'action "Femmes et Développement." Sector Strategies in agriculture, fisheries	- 1988 document "Role of Women in Finnish Dev. Coop." - Guidelines & Programme of Action" was translated into English in 1990	- Policy Guidelines developed in 1992 - Research priorities - Project eligibility criteria developed	"Concept on the Promotion of Women in Dev. Countries." 1988 Sector strategies in education, vocational training, agricultural, animal husbandry, population	
2. Administrative Measures										

Note: Information reported in late 1992 or early 1993.

¹ Data From Documents Only

² Corrections sent to study team in June, 1993.

	Australia	Austria ¹	Belgium ¹	Canada	Denmark	EEC	Finland	France ²	Germany ²	Ireland
2.1 Organizational Structure	- WID coordination Group replaces WID task force - WID fund created in 1984.		The Unit for "the Promotion of Women" created in 1981 was placed in the Strategies of Development Service in 1992.	Women in Development Directorate				- Part-time people to coordinate and direct sectoral activities	- Division for women, family & youth in BMZ created as a separate unit in 1991 - 1978-91 as part of a wide structure; - Similar in GTZ & KfW	
2.2 Working Groups (and other temp. structures)	WID Review Steering Committee	- Task forces - Advisory groups - Focal point	"Commission consultative Femmes et Developpement" is not yet operational	- WID steering committee - also use task forces and ad hoc groups	WID Working Group	Interdivisional working group focal point in Sectoral Policy Division	Practical WID Programme Working Group	- WID Network - Ad hoc task forces on specific issues		
2.3 Personnel	15 staff		1 full time	- 4 FT, Directorate - 49 FT + 38 PT Technical Assistance Personnel who provide some WID support	- 3 FT, 1 PT - 12 embassies PT have WID counselor - Special advisor on International Equality Issues	2 FT, 1 PT	- WID coordinator (100% in Sectoral Activities Div - PT cultural affairs advisors	- 3 Part Time people in - coordination - research - sectoral services	4 full time	P.T. WID Specialist in multilateral affairs P.T. WID Specialist in bilateral aid.
2.4 Training	- Introductory gender analysis training - Gender analysis related to commercial activities		Sensitization to WID included in training course for all who work in technical assistance since 1993. Gender and Development training program under study.	AID/CIDA staff take Harvard WID course and Gender Analysis course. Integrating WID in all courses	Gender aspects of Developmental Aid.	Project administrators. EC Delegation Staff	Sector specific GAD Project Design Project Mission Debriefing New Project Personnel	Training program is being developed	Sectoral-based gender training	All middle senior HQ personnel on bilateral side have attended a WID training course. New officers have an input on WID in their induction.
3. IMPLEMENTATION										
3.1 Project Procedures	- New markers for stat. collection - Country prog. ops guide revised - Guidelines for large infra proj. - Guidelines Dev. Import Finance Facility Prog.		Numerous projects submitted to WID Bureau for advice in area of monitoring and evaluation. Managers encouraged to contact WID Bureau for other project phases.	"WID and the Project Cycle"	New guidelines on handling WID issues at embassies in partner countries coming 1993	"La Direction Generale de Dev. DG VII" "Manuel specifique pour l'integration des femmes dans les projets de Lome IV"	"Practical WID Programme 1991" WID-integrated Project Preparation and Design Procedures.	WID sections in dev. proj. procedures manual	All projects must be countersigned by WID div. WID Guidelines require gender specific impact analysis.	Gender guidelines have been developed to ensure WID issues are addressed in project planning.
3.2 WID-Specific Projects	- Women in Dev. Fund cont'd. - WID Small Grants Fund. - Has spent \$4M on 129 projects in 29 countries		- Makes exception for WID-specific projects - SMBF budget set aside for small-scale women-specific projects	CIDA WID Funds projects	Projects in 18 countries		In 5 countries	Projects are being developed for 10 countries	Policy emphasizes mainstreaming but WID-specific project are possible	Policy encourages mainstreaming. WID specific project co-funded with UNDP.

¹ Data From Documents Only

² Corrections sent to study team in June, 1993.

	Italy	Japan	Netherlands	New Zealand	Norway	Portugal	Spain	Sweden
2.4 Training	GAD policy	<ul style="list-style-type: none"> - Min. for foreign affairs econ. coop personnel trained in WID prior to overseas assignment. - JICA & OECF also provide WID trng. - Training for WID specialists 	Women and Development Training. WID integrated into all training	A Programme of WID trng. for Dev officers completed in 1990	- Gender Methodology Planning	<ul style="list-style-type: none"> - Financed or gave support to initiatives of other official departments or NGOs - Collaborating agencies need to attend training 	1991 Training of Trainers	<ul style="list-style-type: none"> - Regional Gender Seminars to support gender officers - 6 introductory workshops (250 people trained) - Training of Trainers - Follow-up workshop planned
3. IMPLEMENTATION								
3.1 Project Procedures		<ul style="list-style-type: none"> - OECF - proj. guiding principles 6-91 - JICA Guidelines to Proj. Impie. '91 - Min. For. Af. - WID is checkpoint for grant aid selection and for NGO subsidies and for field evaluation 	<ul style="list-style-type: none"> - "Project Instructions Manual" is mandatory to assess projects' effects on women - Target specified: by 1998, 50% of bilateral expenditures on programs in line with DAC/WID criteria - Special women's fund (19 million guilders for 1993) earmarked for innovative and new women's activities. - Special Programme on WID director authorized to veto projects non-compliant with gender guidelines 	<ul style="list-style-type: none"> - Project Manual includes WID guidelines - Appraisal Guidelines revised to give more emphasis to women (1992) 	WID checklists used at all stages of project cycle	Work with NGOs		Gender analysis required in terms of reference
3.2 WID-Specific Projects	<ul style="list-style-type: none"> - training - banking 		Increase funds allocated to WID spearhead program. Projects meeting 3 out of 4 DAC/WID criteria labeled WID specific	2 projects - Indonesia pottery and Soloman Islands rural development	- Women's Grant 37 mill NOK		7 projects and 7 micro projects.	23 projects in 16 countries.
3.3 WID-Integrated Projects	Projects in 5 countries		In all projects in all countries	5 projects - Fiji dev. bank; Marshall Islands sexuality workshops; Sol. Islands rural dev; PNG fruit/reg. marketing; Tonga dev. bank.				
3.4 Research & Evaluation			Research program has WID as a priority. WID spends 10% of its budget on gender related research.	<ul style="list-style-type: none"> - "NORAD-WID oriented dev. assistance — integ. or illusion" - White Paper on N-S Dev. Coop. - "Gender & Change in Dev. Ctries" - Eval of Women's Grant 				Country Gender Analyses for most countries

	Italy	Japan	Netherlands	New Zealand	Norway	Portugal	Spain	Sweden
1. Policy Instruments								
1.1 Mandates	WID included in Italian Law of Development Cooperation (#49) 1987	1989	A policy paper "A World of Difference." Gender policy spelled out		Parliamentary mandate			
1.2 Policy Guidelines	"Guiding Principles for the Advancement of Women's role in Dev. Countries"	The "New National Plan of Action Towards the Year 2000", Chapter V contains basic policies and concrete measures with specific reference to promoting the role of women in development and the general improvement of their status.	"Women and Development Programme of Action" (1987-90) "Advancing towards Autonomy" (1991) "A World of Difference" (1990)	- WID Policy Statement - 1992 - Reference to WID included in the Guiding Principles for Bilateral ODA. - WID Strategy Paper	White Paper No. 31 (1986-1987)	Strategy for Development Programs, January 1993	Protocol established in 1990 between Foreign Affairs Ministry and Social Affairs Ministry	"Women's Dimension in Development Assistance" 1985 Revision underway - due 1995
1.3 Plans of Action	"Program for Women's Advancement" included in "Guidelines in promoting the Role of Women in Developing Countries" 1988	OECD Guiding Principles on WID (1991)	- Explanatory Memorandum (1993) - WID sector papers completed for agriculture, water and sanitation health and the environment. Other sector papers in process. - All regional/country programs have a gender chapter	Operational Plans for 1991 and 1992	- Plan of Action 1985 - Country specific plans of action have been developed for all but two main partners		Protocol revised each year with activities	- Plan of Action for Women-Oriented Development Assistance - 5 strategies -- welfare, equity, anti-poverty, efficiency and local initiatives
2. Administrative Measures								
2.1 Organizational Structure	WID Bureau instituted in 1990	- HQ for the Planning & Promoting of Policies related to Women - Env. WID & Global Issues Division, JICA, estab. 1991	Special programme for WID started (1991) which coordinates all WID activities		Unit for WID, Env., Socio-cultural & Human Rights Issues	Responsibility for implementing policy lies with the Cabinet of the State Secretary for Cooperation		Gender Office
2.2 Working Groups (and other temp. structures)	- Steering Committee (April 92 mtg.) - WID focal point in Technical Unit	WID Task Force Committee	- WID Steering Committee - WID focal points in bilateral & multilateral section	WID policy Wkg. Group 1990	WID focal points		Working Group on Social Indicators for Evaluation from both Ministries	
2.3 Personnel	- 5 in Technical Unit - 3 in WID office	- WID coordinator in Env. WID and Global Issues Div. - 27 in project implementation	- 7 in Special Programme - In 1993, 16 WID specialists (in field)	1 FT WID Specialist	- 1 FT WID person in Min - NORAD-2 WID advisors - WID coordinators at all missions (PT)			- 5 Staff in Gender Office - Gender officers in all field offices (Some PT)

	Australia	Austria ¹	Belgium ¹	Canada	Denmark	EEC	Finland	France ²	Germany ²	Ireland
4.3 Consultation with NGOs	Funding for NGO WID coordinator who will facilitate intra-NGO & NGO/AIDAB consultation		Symposium on WID held in 1988. WID a priority theme of AGCD's Information and Education Program since 1993. As such, numerous magazines, brochures, videos etc. have focused on WID. WID Documentation Center created.	NGO Division of CIDA implementing a proactive strategy of WID integration			FINNIDA WID Coordinator hosts ad hoc consultations with NGOs involved in WID	Work with both host country and French NGOs.	Regular meetings with German NGO's. Occasional meetings with South NGOs.	WID coordinator networks with NGOs and community womens groups.
4.4 Development Education	"WID Resource Handbook"			<ul style="list-style-type: none"> - Info Kit developed by Match International Centre - seminars for Canadian private sector - WID video - how-to handbook 						GAD Training Handbook being produced for development evaluators and community groups.

¹ Data From Documents Only

² Corrections sent to study team in June, 1993.

	Australia	Austria ¹	Belgium ¹	Canada	Denmark	EEC	Finland	France ²	Germany ²	Ireland ²
3.3 WID-Integrated Projects	- New project guidelines require integration - 1991 WID Policy Review determined 25% of projects are WID integrated.		AGCD spent 45M BF on WID integrated projects in 1991				In 16 countries	Several maternal/child health projects and literacy for women and young people		
3.4 Research & Evaluation	1991 Review of WID Policy		Since 1992 all evaluations include study of project impact on women. Leading study on "Rural Development and Women-European Contribution."	Eval. of CIDA WID program will be completed in early 1993		Evaluating of WID projects in Asia, LAC, Mediterranean	All evaluations have WID in Terms of Reference	Seven global and country - specific projects are being evaluated	All evaluations have WID in terms of influence	Through trust fund with ILO
3.5 Gender Disaggregated Data	Data is gender disaggregated and WID-specific markers have been developed.		Service Infomistique of AGCD is collecting data consistent with DAC guidelines		- Introduced in Jan. 1991 - Reviewed 23 projects	Gender Disaggregated data is now used in all phases of project cycle	Planning training in apply DAC WID criteria		- New statistical system introduced in 1990 - Evaluation undertaken, subsequent refining 1991	
4. CONSULTATION & COORDINATION										
4.1 Coordination with Recipient Countries			As member of Int'l Directors Committee for Follow-up to the Geneva Summit Belgium is in regular contact with Southern countries. Participate in work of National Directors' Committees.				WID coordination groups at local level but "big differences in extent of dynamism"	Conferences with governments and representatives of civil societies	Regularly within programming missions and projects	
4.2 Consultation with other donors	New Zealand; Review of their work with Asian Development Bank, World Bank Group & IFAD Review including UNICEF in process. 1995 Conference Coordination.	Supports UNIFEM voluntary Fund	Financially supports and collaborates with UNIFEM and several other international organizations (UNDAW, UNFPA, UNRWA, UNICEF, ADB).	Netherlands JICA DAC	Nordic WID Meeting WID/DAC Conference in Asia	Everything new is reviewed by their experts group. "Femmes et Developpement du CAD"	Nordic Countries OECD Expert WID group	UNICEF UNIFEM World Bank	Consultations on women in extreme poverty; population and WID	

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² Corrections sent to study team in June, 1993.

	Italy	Japan	Netherlands	New Zealand	Norway	Portugal	Spain	Sweden
3.5 Gender Disaggregated Data			<ul style="list-style-type: none"> - Modified DAC guidelines by creating two intermediate categories - Used as a targeting basis for future activities Every project screened with attention to gender	<ul style="list-style-type: none"> - DAC Method introduced - Available for many projects 			<ul style="list-style-type: none"> - Working group on social indicators from both ministries 	<ul style="list-style-type: none"> - Equal Opportunities Unit at Statistics Sweden supporting statistics units in African countries - Small Booklets have been produced in 6 countries - Plans to expand to Asia
4. CONSULTATION & COORDINATION								
4.1 Coordination with Recipient Countries		Organizes seminars in recipient countries i.e. Thailand 1991	Annual consultation Sector specialists on women working in 16 countries. Each has small women's fund.				Institutional support for creation and enforcement of social sector institutions in Latin America	
4.2 Consultation with other donors	INSTRAW UNICEF ECA ICO IFAD	ODA USAID SIDA CIDA	Nordic countries Canada (CIDA) Belgium ODA Head of Special Programme on WID is chair of OECD/DAC WID group. Regular contact with all DAC members.	UNFPA IPPF UNIFEM INSTRAW AIDAB	Nordic Group	Thru document exchange		Nordic Group
4.3 Consultation with NGOs			Working relations with WID officers in NGO's, trade unions, women's caucus of political parties and sectoral interest groups	WID Fund administered through New Zealand NGOs increased by 15.4%		Training for NGOs	NGOs carrying out training of trainers	
4.4 Development Education			Special Programme on WID works with press and education unit of Ministry of Foreign Affairs.			The Commission for Equality and Human Rights, the Portuguese national mechanism for equality, promotes WID education for women in lusophone countries.		<ul style="list-style-type: none"> - Information Materials & a display at 3-day exhibition on dev. coop. in March 1992 - Oct. 1991 seminar on Gender in Environmental Development

	Switzerland	UK	U.S. ²
1. Policy Instruments			
1.1 Mandates	"Participation de la Femme au Developpement: Lignes Directrices" (1992)		Percy Amendment; Section 113 of the Foreign Assistance Act; 1993 Foreign Appropriations ACT
1.2 Policy Guidelines	Sectoral program "Integration des Femmes dans la Developpement" (1987)	- 1988 WID Strategy Paper (includes action plan) - Guide to Aid Procedures 1993	"Policy Paper on WID" 1982 - WID Guidance cable - WID integrated into evaluation guidance cables.
1.3 Plans of Action	Reported that its being prepared	Action Plan for Ministerial Sub-Committee on Womens Issues - ODA Sector Strategies being developed	Moving toward integration of WID into country program strategies and performance reporting documents.
2. Administrative Measures			
2.1 Organizational Structure		Social Development Dep't. including "strengthened focal point for WID"	WID office within the Bureau for Research and Development responsible for report to Congress on WID performance and managing earmarked funds. Responsibility for implementing WID Policy nests with AID offices and programs at all levels.
2.2 Working Groups (and other temp. structures)			Regional WID Committees/ WID Action Groups in each Mission (not including EUR and NIS.)

	Switzerland	UK	U.S. ²
2.3 Personnel		- 10 in Economic and Social Division - 5 in regional offices	- 14 FT in WID office - 4 PT in regional Bureaus - 70 PT in each AID Mission
2.4 Training		- Trng required for all ODA staff	Gender training tailored for the technical program areas; e.g., natural resource management financial services.
3. IMPLEMEN-TATION			
3.1 Project Procedures		Guidelines for integrating WID concerns were incorp. into ODA's new procedures manual 1991 incl. DAC stat reporting criteria	Guidelines for integration of gender into project design, implementation and evaluation.
3.2 WID-Specific Projects		142 women-specific NGO projects (1990/91)	- WID-specific projects may be funded where culturally appropriate or necessary to developing women's skills in specific sub-sectors.
3.3 WID-Integrated Projects	23 projects over 20 years primarily in health, nutrition, education/training and IRD		- Women integrated in all activities. - WID-specific projects may be funded
3.4 Research & Evaluation		- "Factors affecting Female Participation in Education in 6 Dev. Ctries" 1991 - A full evaluation of ODA's WID policy scheduled for 1993.	Research on gender specific issues in sectors and sub-sectors to guide regional and country strategic planning, program and project design.

	Switzerland	UK	U.S. ²
3.5 Gender Disaggregated Data		- ODA's new Mgmt infor. system includes a new "marker" system - Modified DAC methods by creating third category: "WID-relevant"	- Gender disaggregated data collected at the level of people
4. CONSULTATION & COORDINATION			
4.1 Coordination with Recipient Countries			
4.2 Consultation with other donors	UNICEF UNIFEM UNDP UNESCO Red Cross OMS Others	Contributions to UNIFEM. Assisting coordination of preparations for on World Conference on Women. Works with NAWO on NGOs.	Participation in PACE preparation's for 1995 World Conference on Women. Assisted regional development banks in formulating their WID strategies. Sharing of WID training materials with the World Bank and other regional development banks. Contributions to the WID activities of FAO, IFAD, UNICEF, UNDP, UNIFEM, INSTRAW
4.3 Consultation with NGOs		Started project in 1991 with National Alliance of Women's Organizations	Collaboration with U.S. PVOs in preparation of the 1995 World Conferences on women. WID officers in some missions work with local NGO and converse coordinating meetings.
4.4 Development Education		"Women in Development" publicity booklet	Communication specialist in WID office disseminates materials about WID to universities, schools and press.

* Data From Documents Only